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The Support Services Historical Series

PERSONNEL AND TRAINING IN LOGISTICS
NOVEMBER 1950 - DECEMBER 1969

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OL - 12

February 1972

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THE SUPPORT SERVICES HISTORICAL SERIES

OL - 12

PERSONNEL AND TRAINING IN LOGISTICS

NOVEMBER 1950 - DECEMBER 1969

by

[REDACTED]

25X1A

February 1972

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[REDACTED]
John F. Blake
Director of Logistics

HISTORICAL STAFF
CENTRAL INTELLIGENCE AGENCY

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Foreword

The purpose of this paper is to provide a historical account of the personnel and training function in the Office of Logistics.

Because any personnel management and administration function is created simultaneously with an Office or organization, the period covered by this report begins with the establishment of the Procurement Office on 15 November 1950, which marked the beginning of the Office later to be known as the Office of Logistics. The report begins with a brief account of the background leading to the establishment of the Office and of the transitional period from 1950 to 1954, during which the functional responsibilities of the Office were expanded from the handling of Agency procurement and supply matters only to the encompassment of all of the logistical functions under the jurisdiction of the Office of Logistics as of 1969. Following that is a historical chronology of the organizational placement of the personnel

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and training function from the initial establishment of the Office in 1950 to the establishment of the Personnel and Training Staff as it currently (1971) exists.

The paper relates some of the personnel management problems encountered in the early days of the Office and some that have continued and will always exist in an Office of the size and complexity of the Office of Logistics. The report examines the objectives, methods, actions, and developments related to the problems confronted. Included are overall statistics that reflect the total numbers and types of personnel in the Office of Logistics and the distribution of employees throughout the Logistics Career Service. These data should give the reader a better understanding of the total range and scope of the personnel and training activities over the years.

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PERSONNEL AND TRAINING IN LOGISTICS

November 1950 - December 1969

I. Background

The Office of Logistics, in which the Personnel and Training Staff is located, is charged with responsibility for providing logistics support to all Agency components, both overt and covert, domestic and foreign. The creation of this Office developed from decisions to centralize responsibility for all Agency logistical support functions within one component under the Executive, CIA, and began with the establishment of the Procurement Office on 15 November 1950. 1/* Responsibility for all Agency materiel procurement was assigned to the Procurement Office and transferred to it were the covert procurement and supply functions then under the former Procurement and Supply Division of the Special Support Staff and similar overt procurement and supply functions of the Services Division of

* For serially numbered source references, see Appendix J.

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the Administrative Staff. Before that date, beginning with CIG days in 1946, the Agency had tried a variety of organizational arrangements to perform the logistical service functions required to support world-wide expansion of Agency operations, usually creating separate administrative components to support the overt and covert activities.

The newly established Procurement Office consisted of the Procurement, Supply, and Procurement Planning Divisions. This was the beginning of several organizational changes implementing the concept of centralization of logistical functions in CIA. At various times during the next four years additional functions were added to the Procurement Office (later called the Procurement and Supply Office and re-designated the Logistics Office in March 1953). 2/ The last major transfer of logistical service functions was completed when the Printing and Reproduction; Mail Control; and Space, Maintenance, and Facilities functions were integrated into the Logistics Office on 15 February 1954. 3/ As of that date, then, centralized within the Logistics

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Office were the procurement; supply; real estate and construction; space, maintenance, and facilities; printing and reproduction; transportation, motor pool, and garage; and mail and courier functions. These functions still (1971) exist in the Office of Logistics. 4/ The number of positions in the Office Table of Organization (T/O) had increased from [REDACTED] as of 21 December 1950, immediately after the Office was originally established, to a total of [REDACTED] as of 16 February 1954. The ceiling authorization had increased to [REDACTED] and the total number of personnel on duty in the Office rose to [REDACTED] of whom 25 were military detailees. The total personnel ceilings and changes in on-duty strength during the years are shown in Table 1.* During the period from 1954 through 1969 the Office of Logistics ceiling ranged from a low of [REDACTED] in December 1955 to a high of [REDACTED] in December 1963; and the average annual personnel strength of the Office during these years ranged from [REDACTED] in 1954 to a high of [REDACTED] during 1963.

* P. 4.

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II. Role of the Personnel and Training StaffA. Origin and Mission

The Personnel and Training Staff (the name was changed from Personnel Staff on 20 December 1966) is a staff element of the Office of Logistics reporting directly to the Director of Logistics. It was established on 1 March 1965 5/ for the purpose of providing the Director of Logistics with professional, administrative, and technical personnel support in developing, recommending, coordinating, implementing, and administering an effective Logistics personnel management, training, and career service program. This program includes maintaining, improving, and developing employees to the fullest extent and ensuring the availability of trained logistics specialists in the several functional logistics fields for assignment to other Agency components as required.

B. Chronology of Structure and Organizational Placement of Personnel and Training Function1. Office of the Chief, Procurement Office

In 1950 when the Procurement Office

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came into being, the personnel administrative function was performed for the most part by the Office Chief and his immediate staff, consisting of a Deputy, an Assistant to the Chief, and two Secretaries.

2. Establishment of Administrative Officer Position

On 23 March 1951 a request was made to the Advisor for Management to add an Administrative Officer to the T/O of the Office of the Chief of Procurement. This was approved; 6/ and effective 13 May 1951, [REDACTED] was transferred from the Administrative Staff of the Medical Division to the Procurement Office as the first incumbent of the position. The Administrative Officer, serving under the Assistant to the Chief (the title was changed to Executive Officer in early 1952), was responsible for personnel administration and for other general administrative duties, including budget and fiscal, training, security, and registry. In early 1952 an Administrative Assistant was assigned to assist in handling the personnel actions, paperwork, and record keeping.

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3. Creation of Administrative Staff

On 27 March 1953, in a reorganization of the Procurement and Supply Office (which changed its name to the Logistics Office 7/), an Administrative Staff was established and assigned responsibility for the Office personnel and training, budget and fiscal, registry, security, and management-analysis functions, which were previously handled by the Executive Office. To cover the personnel and training functions, its T/O of [REDACTED] positions included one personnel officer, one training officer, and three clerical positions.

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4. Establishment of Personnel and Training Branch

In March 1954, after the last major transfer of Agency logistical functions into the Logistics Office, a management and classification survey of the Office resulted in a new T/O, published on 27 July 1954, which set up the Administrative Staff with five Branches:

- (a) Personnel and Training Branch
- (b) Budget and Fiscal Branch

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(c) Records and Services Branch

(d) Management Assistance Branch

(e) Mail and Courier Branch

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The Personnel and Training Branch included a total of [REDACTED] positions, consisting of [REDACTED] professionals (Chief, training officer, career management officer, and personnel officer), [REDACTED] sub-professionals (personnel assistants), and [REDACTED] clerk-stenographers.

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5. Assumption of Additional Functions

Effective 3 September 1957, without an increase in personnel strength, the Personnel and Training Branch assumed responsibility for action on all cable and dispatch traffic to and from the Far East Division field activities -- action, that is, that concerned Logistics careerists.

This had been performed by the [REDACTED] of the Far East Division of the DDP. In connection with the assumption of these functions, the following is an excerpt from a memorandum to the Deputy Director (Support) from the Chief, Far East Division, dated 12 September 1957:

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The Director of Logistics has recently taken responsibility (subject only to FE review) for the preparation of all communications pertaining to Logistics personnel throughout the Far East field establishment. Beyond this, he is handling all other aspects of the Personnel management of his own careerists, which is not only appropriate and desirable from his own standpoint, but a considerable time-saving contribution to this Division when you consider that we employ upwards of [REDACTED] Logistics personnel in field capacities. We are most appreciative of Mr. Garrison's cooperation in this matter. 8/

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To cope with the increased workload and records required by additional Office of Logistics personnel strength and increased number of logistical personnel being processed to other Agency components, one additional personnel officer and one additional clerical position were added to the Personnel and Training Branch on 1 August 1963. This raised its total ceiling and T/O to [REDACTED]

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6. Elevation of Personnel and Training Branch to Staff Level

The Personnel and Training activities remained a Branch under the Administrative Staff until 1 March 1965, when the Administrative Staff was abolished and the Personnel and Training Branch

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was elevated to the level of Staff to report directly to the Director of Logistics. It was first called the Personnel Staff, and the name was later changed to the Personnel and Training Staff.*

On 24 August 1965 one more personnel officer position was added to the Personnel and Training Staff. This additional person was necessary as the result of an increased workload stemming in the main from new reporting requirements, new average grade controls, and pressures exerted within the Agency to accelerate the number of retirements under both the new CIA Retirement and Disability System approved in 1964 and the existing Civil Service Retirement System, especially of those employees who had been eligible for retirement and had continued on duty with the Agency under one or more extensions beyond their retirement eligibility dates. These pressures were brought to bear in order to comply with Presidential and Bureau of the Budget instructions to effect a cost reduction

* See source reference 5.

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program to reduce the number of employees and the average salaries in the Agency. 9/ The addition of this position increased the total ceiling and T/O of the Staff to [REDACTED]

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On 4 May 1967, as part of a total Office of Logistics personnel ceiling reduction of 32 by the end of FY 1967, the Personnel and Training Staff received a cut of one personnel officer position, thus reducing the authorized staff to the former total of [REDACTED]. This has remained the ceiling and T/O for the Staff to date (1971).

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C. Functions and Responsibilities

The Personnel and Training Staff serves in a staff advisory capacity to the Director of Logistics in connection with organization and personnel staffing of the Office components and in planning the selection, assignment, utilization, career development, training, evaluation, rotation, and advancement of personnel to meet present and projected logistics support personnel requirements worldwide. It is responsible for implementing within the Office policies approved by the Director

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of Logistics affecting personnel and training activities and providing staff assistance, guidance, and counsel to the Office at all levels. The Staff serves as advisor and secretariat to the Logistics Career Service Board and maintains table of organization, personnel ceiling, strength control, and employee qualification and employment records for the Office of Logistics and the Logistics Career Service. 10/

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III. Problems and DevelopmentsA. Rapid Expansion of Office Functions and Overseas Responsibility

The decision to centralize responsibility for logistics support was a step toward solving many overall Agency problems, but much remained to be done in determining and clarifying the actual requirements of the Clandestine Services (DDP) for logistical support personnel. Many people overseas who did not possess logistics qualifications and had not been trained to perform such functions had previously been placed in logistics positions. Logistics positions were still being established by DDP and employees assigned to them without coordination or concurrence of the Chief of Procurement. It was difficult to obtain reliable forecasts of personnel requirements, accurate information on the number of people performing logistical functions, or anticipated dates for the rotation of logistics employees back to headquarters. Some people were returning to headquarters with no specific assignments awaiting them and, in some cases, the Procurement Office was expected to

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absorb people who were not qualified for positions in the Procurement Office. During the period from 1950 to 1954, this lack of definitive personnel requirements for field activities and the paucity of information regarding overseas personnel placed the Chief of Procurement (the title was changed to Logistics in March 1953) in a very difficult situation. Many problems confronted him with respect to reorganizing and staffing his headquarters functions and at the same time planning for sufficient flexibility in his new Table of Organization (T/O) for obtaining or developing qualified logistics specialists for future overseas assignments.

B. Diversified Types and Categories of Personnel and Positions

In establishing his logistics organization and policies for carrying out his mission, the Chief of Logistics had to provide for a wide diversity of personnel required to staff the varied functions of the Office of Logistics. These ranged from such professional personnel as engineers,

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architects, contract negotiators, logistics planning officers, and supply officers to specialists and technicians in ordnance, space maintenance, printing production, and telephone communications functions. Supporting all of these experts required a host of service personnel,* such as warehousemen, storekeepers, mechanics, couriers, truck drivers, chauffeurs, telephone operators, and laborers.

Also unique to the personnel management function in the Office of Logistics was the administration of regulations, procedures, and practices associated with the several wage-board pay plans used in classifying many of the service positions, in addition to the regular General Schedule (GS) pay plan. Those positions consisting of professional, scientific, administrative, clerical, and fiscal functions were classified under the GS schedule. Those consisting of duties involving

* As of the time of the Inspector General's survey of the Office of Logistics in 1954, of its total of [REDACTED] ceiling positions, [REDACTED] were allocated to headquarters service functions. 11/

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work in recognized trades or crafts, or other skilled mechanical crafts, or in unskilled, semi-skilled, or skilled manual labor occupations fell under one of the wage-board pay plans. The wage-board positions included such positions as printer, photographer, packer, warehouse assistant, truck driver, chauffeur, laborer, carpenter, and mechanic.* Separate grade structures apply to each wage-board pay plan, and each has its own peculiarities regarding night differential, overtime, and within-grade step increases; but health and life insurance, retirement, and leave entitlements under these plans are the same as those under the GS schedule. The GS schedule is adjusted periodically by legislative action, whereas the wage-board schedules are adjusted from time to time by Government wage boards or similar administrative authority in accordance with prevailing rates in comparable

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industry in the prescribed locality of the work being performed. A more detailed explanation of each of the wage-board pay plans used in the Office of Logistics (1969) is included in Appendix A.

At the time of the Inspector General's survey of the Office of Logistics in 1955, OL had higher percentages of low-graded employees, black employees, and wage-board employees than any unit in CIA. 13/ This condition is believed to have continued to the present time (1971). Traditionally, it is recognized that lower grade employees generate personnel management problems not normally associated with the higher GS grades.

C. Early Recruitment Problems

The recruitment of qualified specialists and technical logistical personnel was a problem in the early days. Many of the GS positions in OL were neither competitive nor commensurate with other Government Agencies or with private industry as to grade and salary levels. Also, the particular categories required, with military logistics backgrounds, were in short supply. For the most part

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such personnel were either already employed by the Defense Department or the Department was in competition with CIA in recruiting them. In addition, Agency policy precluded direct acquisition of any personnel from other Agencies without letters of availability. Some who did make application to the Agency on their own initiative in an attempt to better their positions were given promotions when they sought releases from their employing offices; this resulted in their loss of interest in making a change. As of 28 May 1952 twenty-three recruitment requests were outstanding for professional personnel in grades GS-09 through GS-14 for the Procurement Office, and three recruitment officers were devoting full time to Procurement Office needs. 14/ This intensified recruitment effort did produce people; on 5 February 1953 the Chief of the Administrative Staff of the Procurement and Supply Office stated that since June 1952 "The professional-technical staff, on the other hand, has increased by over

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50 percent." At the same time, however, it was reported that the problem of maintaining an adequate staff of clerical and typing personnel was critical. 15/ The rapid recruitment of the professional-technical personnel, however, did not prove to be satisfactory enough to meet long-range objectives of the Office of Logistics because qualifications in some instances were too restricted to a particular specialty and lacked the flexibility needed for rotation within the logistical fields.

Another problem of recruitment that existed then and is continuous in any organization with functions such as OL was that of personnel for the lower grade, service functions -- like clericals, this group represented high-attrition personnel for which continuing recruitment plans are necessary. In this Agency a higher number of declinations after clearance comes in this group because low-salaried people cannot wait the required time for security processing before employment; and high attrition is the result of the fact that such

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employees will change employment for a nominal increase in pay. For example, it was reported on 29 February 1952 that in a four-and-one-half-month period 70 individuals were processed for unskilled and semi-skilled laborer positions, and 14 were cancelled for security or personal reasons, 27 resigned after entering on duty (on a provisional clearance) for the same reasons; this left a total of 29 on duty, five of whom subsequently dropped from the rolls. 16/ Approximately one out of four applicants put in process for these types of positions completes full processing and actually enters on duty.

D. Action Required to Satisfy Overseas Staffing Obligations

The Chief of the Procurement and Supply Office recognized that the problems confronting him in connection with overseas personnel requirements would not disappear until he was able to develop and establish policies and an overall plan whereby (1) operational logistics personnel requirements could be better anticipated and

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(2) qualified personnel could be selected from within the logistics ranks, competent employees could be trained, or qualified specialists could be recruited to fill such requirements. Simultaneously, he had to establish policies and procedures for adequately carrying out his personnel management responsibilities to his employees within the Procurement and Supply Office, as well as to those employees in associated functions in other Agency components, with respect to their assignments, rotation, career development, and progression. In the early years many personnel had not been confronted at the time of their appointments as Agency employees with any obligation to serve overseas; and a roster of those logistics employees available and willing to accept assignment to such duty had to be compiled. Some policy was also needed on employee obligations to accept overseas assignments. Agency policy on these problems at that time was either nonexistent or unclear.

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To accomplish these things, it was necessary to bring under the technical control of the Procurement and Supply Office all logistics positions and personnel assigned to operating elements of the Agency. Up to this time, the Procurement and Supply Office had an informal agreement with the DDP to accept logistics personnel for rotation upon their return from foreign duty, but there was no basis for planning nor any means of implementing this until PSO's representative could participate in the establishment of logistics positions and the initial selection of incumbents for those positions. 17/

E. Establishment of Career Service Program

On 19 June 1952 CIA [REDACTED] announced the inauguration of the CIA Career Service Program and required the establishment of a Procurement and Supply Office Career Service Board. The Board was to serve in an advisory capacity to the Office head on all matters pertaining to the Career Service Program and was to implement the Career Service Program within the Office. This included the training, assignment,

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rotation, and promotion of employees; the new intake of personnel, especially at the junior professional level; and ensuring that rotation appointees detailed from the Office were not overlooked for warranted promotion. 18/ Accordingly, on 14 August 1952 a Procurement and Supply Office Career Service Board was established to assist in developing a means of coping with or resolving some of the problems facing the Chief of the Office. Board membership included Colonel [REDACTED] s Chairman; [REDACTED], and Division Chiefs (to serve on an individual and monthly rotating basis) as members; and [REDACTED] as Secretary. The first meeting of the Board was held on 25 October 1952 with the Chief of the Supply Division [REDACTED] as the first rotating member. Monthly meetings were to be held thereafter. In preference to having rotating membership among Division Chiefs, the Board was expanded to include all Division Chiefs as members, as it was felt that they were best

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qualified to present and discuss cases of personnel in their respective components. 19/ Over the years the Board tried various methods of organization, operation, utilization of panels and committees to study and recommend solutions to various problems, adoption of various procedures in selecting personnel for both headquarters and overseas assignments, reviewing and ranking Logistics Careerists for promotion, and recommending policy. Matters acted upon in formal Board meetings ranged from routine personnel proposals, selecting personnel for overseas assignments, length of overseas tours, acceptances into the Career Staff, and nominating personnel for internal and external training to formulating OL personnel policies.

In May 1963 the Director of Logistics decided that the Board should be relieved of routine personnel considerations and devote greater attention to long-range planning and career development of selected careerists with the potential for ultimate progression to senior-level positions. 20/ Later -- in October 1964 -- he determined that the Board would be relieved of its action responsibility.

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The Chief of the Personnel and Training Branch was at that time given responsibility for actions necessary to promote the best interest of the Logistics careerists. The Branch was established as the focal point for the origin of plans for career development, assignments, and training of members of the Logistics Career Service, collaborating directly with the Division and Staff Chiefs regarding employees under their areas of concern and submitting final coordinated proposals for Director of Logistics approval. 21/ Competitive promotion reviews consisted of individual rankings by Division and Staff Chiefs, with final selections by the Director of Logistics depending upon the promotional headroom available within the overall Logistics Career Service Grade Authorization.

F. Assignment of Logistics Career Designations to Agency Employees

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CIA [REDACTED] dated 25 May 1953 provided that "Each career employee will receive a career designation corresponding to an appropriate organizational component of the Agency." The career designation established for the Office of Logistics

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was "CD-LO." 22/ In considering a few nominations for the OL designation, questions were raised about the placement of individuals who were performing certain overseas functions that did not exist at headquarters. In accordance with the Career Board's recommendation, a decision was made that OL career designations would be based on the individual's then current duties rather than on whether or not there might be a similar position for him on his return. An example of one of these types of positions was that of field post maintenance and public works officer -- a job of great importance to field stations and requiring special training and skills, but the functions were located only at field installations. It was later decided that for the most part these and similar types of field positions would be staffed by the recruitment and use of contract employees who were willing to accept the condition of indefinite assignment to overseas areas. By June 1955 a total of [REDACTED] employees had been assigned Logistics career designations.

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G. Acquiring Career Cognizance for Logistics
Positions in Other Components

It was not until sometime in 1955 that it was possible to obtain factual information regarding logistics positions and personnel overseas. Also, the new Office of Logistics T/O, resulting from the management and classifications surveys completed in 1955, brought the OL T/O into balance with the OL personnel ceiling authorization and provided current position descriptions and qualifications required to fill positions within OL. These items provided essential personnel management tools with which more orderly planning for overseas rotation, recruitment, and career service activities became possible.

Efforts were continued to accomplish the objective established by the Chief of the Procurement and Supply Office* to obtain jurisdiction over logistics positions in other Agency components. The first step toward accomplishment of this objective within the Support Directorate

* As outlined in III-D, p. 20.

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came in the fall of 1955 when Logistics Career Service Designations were assigned to those logistics positions that were in the Office of Training. 23/ The next move in this direction was in December 1958, when the Office of Logistics received a list from the Office of Personnel's Position Evaluation Division of all positions to which the Logistics designation would be applied in implementing Agency [REDACTED] (14 November 1958), which prescribed a revised system for Agency manpower authorization and control. The principal characteristics of the new system were listed in the regulation as follows:

- (1) Differentiation between manpower assigned to carry the day-to-day operation workload and manpower not so assigned.
- (2) The identification of personnel requirements according to the Career Service which will be responsible for filling the requirements.
- (3) Establishment of personnel ceiling according to Career Service rather than component. Personnel ceilings are established to limit the number of persons who may be assigned to each Career Service and will be administered by the Heads of Career Services.

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- (4) Flexibility in position structure (types, levels, organizational location of positions) to enable responsible supervisors to shift personnel to meet changed workload requirements.
- (5) Systematic planning by the Head of the Career Service of the size and composition of his Career Service in consideration of staffing requirements to be met and the long-range development of his personnel. 24/

The system created by this regulation became known as the "flexible T/O" concept. The total positions assigned to the Logistics Career Service were increased to [REDACTED] by this action and were broken down as follows:

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Within the Office of Logistics:

Total Wage Board
Total GS

Total

Within Other DDS Components:

Office of Communications
Office of Training
Office of Personnel

Total

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Within DDP Components:

Policy and Program Coordination
Staff, War Plans Group Europe
Southern Europe Division
Near-East-Africa Division
Western Hemisphere Division
Western Europe Division
Eastern Europe Division
Far East Division
Technical Services Staff
Soviet Republic Division

25X9

Total

Grand Total Logistics-Designated Personnel

25X9 An additional group of Logistics Career Service positions was authorized on 5 January 1960 when [redacted] positions were transferred from the Communications Career Service. 25/ These positions were in Communications supply functions and were located in the Office of Communications elements in Headquarters, [redacted]

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Table 2* shows the total number of Logistics Career Designees assigned to Logistics Career Service Positions during the period from 1960 through 1969.

* P. 31.

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H. Overseas Rotation and Directed Assignments

Beginning in 1955 it was possible for the Office of Logistics to plan in advance more effectively for the orderly selection and training of replacements for overseas positions and to plan for and advise field employees, prior to completion of their field tours, of their next assignments. A quarterly report of career service activities covering the period ending in December 1955 noted that such rotational assignments were being planned six months in advance; and in each case overlap time was allowed in the field for adequate on-the-job orientation of the new arrival before the returnee departed.

From the time of the establishment of the Office the selection of logistics personnel for overseas assignments presented difficulties. Many employees had entered on duty before the career service concept, and -- for family or other personal reasons -- they were not interested in serving overseas. Many employees with reservations about overseas duty had to be persuaded, reassigned,

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or released to other components where such service was not required; and there also were a few resignations, transfers to other Government Agencies, and terminations -- the terminations were pursuant to the authority given the DCI in Section 102(c) of the National Security Act of 1947.* One example of such termination resulting from the refusal of an SL designee to accept first an overseas assignment and then a domestic assignment is summarized as follows:

25X1A In March 1956 subject, married with no children, GS-11, member of the Career Staff, was selected for an overseas assignment in [REDACTED] which he declined to accept since his mother was ill and aged. The Logistics Career Board considered subject's reasons and accepted them on compassionate grounds. In March 1957 subject was requested to accept an assignment [REDACTED] 25X1A

25X1A [REDACTED] He declined on the premise that such assignment would "thwart my primary intention, viz., of seeking employment outside of Logistics." Efforts to locate a suitable reassignment for subject had been unsuccessful and

* To "in his discretion, terminate the employment of any officer or employee of the Agency whenever he shall deem such termination necessary or advisable in the interests of the United States . . ."

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he had been so notified. In April 1957, the Director of Logistics requested that subject be separated. His employment with the Agency was terminated effective 21 June 1957.

There were other instances in which employees -- after reluctantly accepting an initial assignment overseas -- found that they preferred additional field tours to serving in Headquarters. As employees became aware of the OL policy regarding overseas service and its effect upon career progression, and after rotation was made a condition for recruitment into certain positions, some of these problems lessened.

I. Development of Logistics Training Program

In evaluating logistics personnel requirements against available logistics personnel between 1950 and 1953, it became apparent to the Director of Logistics that many of the available personnel either were not qualified for their positions or their qualifications were so limited that reassignment or rotation was impossible. As a result, emphasis was placed on developing a long-range training program to prepare personnel for assignment to overseas positions.

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D/L also saw a need for closer coordination, liaison, internal training programs, or briefing sessions for administrative and support personnel responsible for logistics functions in other components of the Agency. In May 1953

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[REDACTED] was assigned to serve as OL Training Liaison Officer and to develop a program to meet specific training requirements.* To assist him in determining training needs, monitoring on-the-job training, and participating in the development and conduct of internal OL training courses, Office of Logistics Training Coordinators were designated in each OL Staff and Division. Meetings of the Office of Logistics Training Coordinators were held monthly, beginning on 21 May 1953. 26/

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[REDACTED] served in this capacity until 2 August 1953 when a Training Officer position was established and [REDACTED] was assigned to OL as the first full-time training officer.

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* This assignment was in addition to [REDACTED] regular job as Chief, Inspection and Review Staff, Logistics Office.

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Before the close of fiscal year 1954 an extensive training program was underway. Individual indoctrination programs were developed for 48 administrative and logistics personnel ranging from grade GS-07 to GS-15 from other Agency components. These ranged in time from one-half day to two or more weeks, based on the individuals' particular interests and responsibilities. Group orientation training programs of one day's duration were developed for OL employees to increase their knowledge of headquarters and field responsibilities of the Office of Logistics. Each session consisted of lectures by the training officer and a tour of the [REDACTED] warehouse. Other miscellaneous specialized training was arranged for individuals.

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A major highlight among the early training activities was the development in 1953 of a six-week Logistics Support Course 27/ with the primary objective of providing headquarters and field training in field supply procedures

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for Logistics Officers destined for overseas duty. A secondary objective was to provide them with a well rounded picture of headquarters logistical operations. The course was divided into two phases: the first three weeks were held in Headquarters and approximately 30 Logistics personnel served as part-time instructors. The last three weeks were held [REDACTED] and consisted of on-the-job training in stock control and warehousing, operational training in caching, air support, and maritime support. The first course began on 9 November 1953 with a total of seven students. The plan for the course was changed in September 1955 to include a greater emphasis on formal logistics training at Headquarters. This phase was lengthened to four weeks, and the Field Phase was revised and condensed into a two-week program. Between November 1953 and January 1957 the course was given a total of 11 times. A total of 171 students attended the program. Successful completion of the course was by then a basic requirement for all Logistics

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personnel prior to overseas assignment. It was revised over the years to meet changing requirements.

Added emphasis was placed on training activities in 1955 when General Charles P. Cabell, Deputy Director of Central Intelligence, established the policy that five percent of all Agency personnel would be in some type of training status at all times. 28/

Because of the increasing need for coverage of administrative support subjects in various courses conducted by the Office of Training (OTR), the DDS determined in 1955 that an adequate supply of instructors trained and qualified to teach subject matter peculiar to the DDS organization would be transferred to the Office of Training as full-time instructors. Each such instructor was to remain with OTR's Intelligence School for a period of 30 months, after which he would return to his parent office and be replaced by a designee from the same career service. The DDS asked the Director of Training to furnish him with a statement of present and foreseeable requirements for such special instructors; and --

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because of the increased need for additional logistical coverage in basic, advanced, and specialized courses -- one qualified instructor from OL was included in the requirements. In his memorandum to the D/L dated 16 March 1955, the DDS formally requested the nomination of a candidate. 29/ Having been with the Agency since 1946 and possessing rather extensive administrative supply experience as well as having previously served as an instructor in the Field Supply Procedures Course and the Logistics Support Course, [REDACTED] [REDACTED] was the OL nominee. [REDACTED] was assigned to OTR on 15 January 1956.

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Although OL had been making increasing use of both Agency and non-Agency training facilities and had shown a steady increase in both the number of personnel engaged in training activities and the total amount of time spent in training, it fell short of the five-percent requirement. As a result on 24 January 1957 the Director of Logistics established quotas for each OL Division and Staff to insure having OL employees in formal training

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courses at all times. 30/ OL finally met the five-percent requirement in September 1957.

After several years of enforcing the Agency policy, individuals who had previously resisted educational opportunities or training assignments began to seek these training opportunities in the interest of broadening their own career possibilities. Individuals who had been considered specialists began to see that their specializations restricted their flexibility and development; as a result they sought to broaden the scope of their qualifications by taking advantage of available training opportunities.

The Logistics Support Course was conducted within the Office of Logistics until April 1966, when the thirty-first course was given. An OTR catalog description of the course content as it had been revised to that date is included in Appendix B. During the 1953-66 period a total of 327 students attended the Logistics Support Course. As a result of the assignment of a logistics careerist to the OTR Intelligence School,

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the logistics coverage in the various courses conducted by OTR had been revised and expanded; and a new course was developed called Field Finance and Logistics. This course included a full week of logistics coverage and was targeted toward support and administrative personnel being assigned to overseas stations. As a result it was determined in March 1967 that the logistics coverage included in that course was adequate for logistics rotatees and that the Logistics Support Course could be discontinued.

Applicable logistics training programs were developed as needs arose over the years to develop individual employees and to improve the quality of logistics support personnel. These programs were developed through the efforts and support of the OL operating divisions and included formal courses, such as the Logistics Support Course, scheduled for specified periods with prescribed courses of study. Seminars, on-the-job training programs, and orientation briefings were also conducted in the various functional activities

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of the Office of Logistics. Listed in Appendix B are some of the training programs developed within the Office of Logistics and a description of the scope, purpose, and course contents. Most of the training programs and courses were conducted within the Headquarters area. Certain courses conducted in other locations are appropriately identified in the course listings. Some of the programs were specifically developed by a particular Division of OL to train Agency employees in a given aspect of logistics operations over which the Division had program responsibility. The OL Printing Services Seminar,* for example, was designed specifically for administrative personnel and people whose jobs required considerable understanding of and contact with the facilities of the Printing Services Division (PSD). The course was conducted by PSD personnel, and the total time involved nine hours -- six hours classroom and three hours for a tour of the printing plant. All Agency employees responsible for printing

* See Appendix B, p. 119, for description of the training included.

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programs were encouraged to attend. The first seminar was held in February 1960 and the last one in May 1965. A total of 247 students attended.

Similarly, an Incentive Contracting Seminar was conducted by the Procurement Division. It was given for a two-day period on 14-15 January 1964 and was attended by 24 people. This seminar examined the principles of contract negotiation, administration, termination, and legal responsibilities. Other programs provided subject matter and training of a more general logistics nature, such as the Logistics Orientation and the Logistics Seminar.* As shown in Appendix B, training programs were also developed to improve the quality of service personnel, those serving in courier, telephone operator, printing, warehousing, and clerical functions.

Employees were also scheduled for internal OTR courses in administrative procedures, supervision, and management and in external training

* See Appendix B, pp. 117-118, for description of the training included.

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as appropriate for their present or projected assignments. By 1959 it was reported that 4.4 percent of the total SL Career Service had completed basic and advanced writing courses conducted in the Agency, approximately 6.8 percent had already completed courses in supervision, and 8.2 percent had completed management courses of various types. During the 1954-70 period a total of [REDACTED] SL careerists had been enrolled in some type of supervision or management training. By 1970 some of the individuals included in this count had retired, resigned, or transferred to other Career Services; but it was estimated by the OL Training Officer, [REDACTED] that 75 to 80 percent of those employees in supervisory and management positions in 1970 had had some training in those fields. Some of the courses used were the following:

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1. Internal OTR Courses:

a. Administrative Procedures.

A total of [REDACTED] careerists attended this Course during the 1948-70 period. For the most part,

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these individuals were in the grade range from GS-04 through GS-09 and were selected by their supervisors.

b. Supervision. A total of 227 SL careerists (GS-04 through GS-10) attended from 1954 through 1970. They were selected for the most part by OL Division, Staff, Branch, and Section Chiefs. In addition, 18 employees of the [REDACTED], Supply Division, attended a special supervision seminar given by the OTR Support School at the [REDACTED]. The length of this seminar was 12 hours.

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c. Management. A total of 151 SL careerists (GS-11 through GS-14) attended during the period from 1954 through 1970. These individuals were selected for attendance by OL Staff, Division, and Branch Chiefs.

d. Managerial Grid Seminar. Forty SL careerists (GS-12 through GS-16) attended during the 1967-70 period. Selections were made by OL Staff and Division Chiefs and, in the case of GS-16's, by the Director of Logistics.

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e. Advanced Management (Planning).

Fifty SL careerists (GS-12 through GS-14) selected by OL Staff and Division Chiefs attended this course during the 1967-70 period.

f. Senior Management Seminar (Planning).

A total of six SL careerists (GS-15 and above) attended during the 1967-70 period. Selections were made, for the most part, by the Director of Logistics to meet the training needs of the individuals concerned.

2. External Management Courses:a. Middle Management Institute.

This was a one-week program held once each quarter during the fiscal year at the Civil Service Commission, 1900 E Street, N. W., Washington, D. C. During the 1966-67 period a total of nine SL careerists (GS-12 through GS-14) attended. Selections for the course were made by OL Staff and Division Chiefs. Appendix C includes a description of this course.

b. Army Installation Management Course. This was a three-

week course given at the U. S. Army Management

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School, Fort Belvoir, Virginia; and a description of the scope, prerequisites, and content of the course is included in Appendix C. Employees are selected by OL Staff and Division Chiefs to attend this course. During the 1961-69 period a total of 19 SL careerists (GS-12 to GS-15) attended.

A list of these follows:

1961

1962

1963

1964

1965

1966

1967

1968

1969

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3. Senior Service Schools and Other
Prestige Training Courses:

Senior SL careerists were also sent to senior service schools, as shown in Appendix D. Selection criteria for attendance at these courses is established by the sponsoring institution and senior management of the Agency. An invitation to submit nominations to senior officer schools is received from the Chairman of the Training Selection Board through the Senior Training Officer of DDS, usually a year in advance of the actual school starting date. Exceptions to this are the Armed Forces Staff College, which has two five-month sessions per year (February-June and August-January) and the Advanced Management Program at Harvard University, which has two 13-week sessions per year (spring and fall). Upon receipt of the invitation, a list of all SL careerists who are eligible by established criteria is prepared by the OL Training Officer, and a copy of the Biographic Profile of each is attached. OL Division and Staff Chiefs are invited to submit any nominations they feel are

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appropriate. The names of the eligible candidates, together with the nominations suggested by the OL Division and Staff Chiefs, are submitted by the OL Training Officer to the Director of Logistics for approval. Those officers approved by the Director of Logistics are nominated to the DDS after discussions have been held by the OL Training Officer with the individuals concerned to ensure that they are interested and want to attend. The DDS conducts a screening exercise of all DDS nominees. Those selected as a result of this screening are then nominated by the DDS to the Agency Training Selection Board (consisting of the Director of Training as Chairman and one member from each of the Directorates -- Intelligence, Plans, Support, and Science and Technology) for their action. The Training Selection Board makes its selections and then sends them to the Executive Director-Comptroller for approval. After action by the Executive Director-Comptroller, notification of approval or disapproval of the OL nominations comes back through the Executive

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Secretary of the Training Selection Board and the Senior Training Officer of the DDS to the Director of Logistics.

In some instances, when personnel recruitment efforts failed to produce qualified people for specialist assignments and during periods when OL was faced with tight personnel ceilings, competent employees were selected and arrangements were made for them to be trained in the specialties for which requirements existed. One example of developing specialists was the Ordnance Technician field, where employee qualifications were developed through internal training and by scheduling external training in certain facets of ordnance operations. Some of the training courses given to develop Ordnance Technicians were:

1. Internal:

- a. Supervision or Management - 1 week
- b. Operations Support - 3 weeks
- c. [REDACTED] - 4 weeks
- d. [REDACTED]

- 2 weeks

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Another example of specialist positions for which competent employees were trained and developed was in the procurement and contract negotiator fields. There are probably more different courses and seminars offered and utilized in the procurement/contracting field than in any other profession in the Office of Logistics. For purposes of economy and value received, OL made great use of those offered by other government Agencies. Appendix F includes detailed descriptions of the courses most frequently used by OL, which are listed as follows*:

1. Contract Law - two-week course given by the Department of Air Force at Wright-Patterson Air Force Base.

* The first three courses listed have been used by OL as a package to train new people for the procurement/contracting field, as well as to update those employees with some experience. From 1953 through 1970 a total of 35 SL careerists attended them.

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2. Annual Institute on Government Contracts - two days, put on by George Washington University and Federal Bar Association.
3. Patents and Technical Data - three days, put on by the National Law Center at George Washington University.
4. Subcontracting - five days, put on by Marshall-Wythe School of Law, College of William and Mary.
5. Government Contracting in the 70's - two days, put on by the Contract Management Institute.
6. Truth in Negotiations - one day, put on by the National Defense Education Institute.
7. Conference on U. S. Government Research and Development - two days, sponsored by George Washington University.
8. Contract Management - three days, sponsored by the Contract Management Institute.
9. Contractor Technical Data - two days, sponsored by National Defense Educational Institute.
10. Contract Law - two days, sponsored by the American Bar Association.

It was reported that during Fiscal Year 1968 the Office of Logistics [REDACTED] people in training, which represented [REDACTED] of the

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Logistics Career Service. That year the Office of Logistics ranked first in total numbers of students in internal training and second in total numbers in external training* among the Offices of the DDS. During calendar year 1968 almost one of every two SL Careerists was enrolled in some kind of training. During Fiscal Year 1969 a total of 430 individuals were in training courses.

J. Junior Logistics Officer Development

Young college graduates had been recruited directly for OL "specialist" positions, such as architect, engineer, contract negotiator, and freight traffic officer; but, for the most part, other logistics positions were filled by promotion from the ranks or by applicants with military or civilian experience in the particular phases or field of work involved, such as supply, cataloging, stock management, and warehousing.

* See Appendix G for a special report of employees of the DDS Offices who were engaged in various categories of external training during FY-67 and FY-68, and Appendix H for a list of the external training courses attended by SL careerists during the Jan-Jun 1970 period.

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For the most part the latter had only high school educations; therefore, although with experience and training on the job they were able to progress upward, they lacked the talents required to rise to "generalist" and senior managerial positions in the Office of Logistics and the Logistics Career Service.

OL management officials recognized the fact that the Logistics Career Service could expect to lose a considerable number of careerists in generalist and senior managerial positions because of retirement in the coming years, and they foresaw the need to establish a broader, more comprehensive program for the recruitment, training, and development in general logistics functions of young officers to replenish the professional ranks in the Logistics Career Service and to provide a reservoir of qualified officers for ultimate selection to fill senior managerial positions. On 16 November 1961, therefore, the Office of Logistics launched a Logistics Officer Training (LOT) Program by

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submitting a request to the Office of Personnel for the recruitment of young college graduates between the ages of 21 and 36 with degrees in business administration, law, accounting, or engineering; major or specialized courses in transportation, marketing, or economics were also desirable. The goal was to recruit and enter on duty annually up to ten such junior officers who would constitute the prime source for long-range career development as potential "generalists" in the logistics field. This quota was based on projections designed to maintain a healthy age curve as well as to contribute to the vitality of the Logistics Career Service. This became the only recruitment for OL professional personnel being done at that time.

The grades at which the LOT recruits were brought on duty ranged from GS-07 to GS-10, depending upon their academic and experience qualifications. Their willingness to serve wherever and whenever required on either TDY or PCS was also a condition of their employment.

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Upon entrance on duty they were assigned to the Headquarters area; and following a period of approximately nine months, during which they were engaged in indoctrination and in formal and on-the-job training, they were placed in OL operating components for full-time duty. A typical training program for an LOT is as follows:

Formal Training Courses:

Introduction to Intelligence	2 weeks
Introduction to Communism	2 weeks
Operations Support	4 weeks
Field Finance and Logistics	3 weeks
Logistics Support	3 weeks
Writing Workshop	4 weeks
	(parttime)
Supervision	1 week

On-the-job Training:

Planning Staff, OL	1 week
Procurement Division, OL	4 weeks
Real Estate and Construction Division, OL	2 weeks
Supply Division, OL	12 weeks
In a Logistics Office of an Operating Division in another Agency component	4 weeks

The progression plan followed for the LOT's was that subject to satisfactory completion of six months at grades GS-07 and GS-08 they were advanced to the next grade level. Once they had reached

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the GS-09 level, they entered the Logistics Career Service competitive area and were considered during the Logistics Career Service regular competitive promotion reviews along with all other Logistics careerists at the same grade level.

The first LOT entered on duty in OL on 28 January 1962, and during that first year a total of seven reported on board. Nine entered on duty during 1963, and by the end of 1964 a total of 22 had entered on duty under the LOT Program. The program was proving to be successful; the LOT's demonstrated an interest in logistics as a career, and they contributed substantially to the conduct of the logistics mission. In December 1964 nine of the total of 22 were serving in logistics support positions in other Agency components.

Seven of these were located in [REDACTED]

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[REDACTED]
[REDACTED] one was assigned to the Western Hemisphere Division

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[REDACTED] and one was in the Office of Communications in Headquarters. Of the eight still in OL/Headquarters, three were scheduled to depart for

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overseas positions during the summer of 1965. Up to that date, only five had left the Agency -- one to enter military service, one because of family illness, and three to seek other employment.

During 1965 two more LOT's entered on duty, during 1966 four, during 1967 three, and the last one reported 19 February 1968. This brought the total number to come on board under the LOT Program to 32. As of 31 December 1969, 17 were still with the Agency; 13 of these were still members of the Logistics Career Service, and four had applied, been accepted, and transferred into the Agency Junior Officer Training (JOT) Program under the Office of Training.

The LOT Program became less active, and the number of LOT's brought on board declined early in 1965. This was initially the result of the Office of Logistics getting severe personnel ceiling cuts -- 15 in FY 1966, 32 in FY 1967, and an additional 2-percent cut of 18 in FY 1968. During this same period, however, the JOT Program of the Office of Training

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(from which the Support Officer Career Trainee Program emerged) was providing more individuals to the Support Offices. Before that time only one JOT had been assigned to OL -- in 1957.

Since the beginning of the JOT Program, which was inaugurated in 1951, it had been oriented more toward the development of generalists for basic intelligence assignments; and the JOT graduates, for the most part, were assigned to DDP or to the Office of Current Intelligence or the [REDACTED] of the DDI, with a very limited number assigned to the Offices of the Support Directorate. As the JOT program was later expanded, the DDS quota of JOT's was increased; and as JOT training courses were designed that would be more effective for the Support Offices, more JOT's became available to OL.

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The Office of Logistics received its second JOT in 1964, two more in 1966, eleven in 1967, eight in 1968, and four in 1969. In 1968 OL determined that the increased input of JOT's

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would be sufficient in the future to satisfy the OL requirement for junior officers and that the LOT Program would be discontinued. By 31 December 1969, of the total of 27 JOT's (now referred to as CT's) brought into OL, only seven had resigned from the Agency. Fifteen of the 20 remaining on duty were still SL careerists.

Because the CT's were fully trained as far as formal training courses were concerned when they were assigned to OL, no formal OL training programs, as such, were established for them other than briefings, orientation, and periods of on-the-job training in each of the various OL components. Upon arrival in OL the CT received a briefing by the Director or Deputy Director of Logistics and was given orientation by the Chief of the Personnel and Training Staff and the OL Training Officer. He was then scheduled to spend some time in each OL Staff and Division, the length of time in each being determined by his assignment. For example, a CT expected to report to OL for assignment to the Supply Division, might have been scheduled for the following:

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Executive Officer, OL	- Briefing
Planning Staff	- Briefing
Procurement Management Staff	- Briefing
Procurement Division:	
Chief, Procurement Management Staff	- Briefing
General Procurement Branch	- 1 week
Covert Procurement Section	- 1 week
Real Estate and Construction Division:	
Executive Officer	- Briefing
Real Estate Branch	- 1 week
Headquarters Engineering Branch	- 1 week
Logistics Services Division	- 2 weeks
Printing Services Division	- 4 days
Supply Division:	
Supply Management Branch	- 1 week
Field Support Branch	- 1 week
Central Control and Distribution Branch	- 1 week
	- 1 week

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Upon completion of his briefings, orientation, and on-the-job training the CT was given his assignment, again dependent upon his specialty. For example, of the 15 CT's on board as of May 1971, their first assignments were:

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Planning Staff	- 1
Supply Division	- 9
Real Estate and Construction Division	- 2
Procurement Division	- 2
Logistics Services Division	- 1

Twelve of these 15 have either served overseas or
are going overseas in 1971.

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IV. Career Planning and Progression of Logistics Employees

A. Reassignments Between Career Services

As their Agency employment continued, some employees naturally developed qualifications, education, or interests outside of the logistics field. In these instances the Personnel and Training Staff attempted to locate and place them in career fields in which they were best qualified. Likewise, employees of other career services developed qualifications and interests in Logistics careers. During the period including Fiscal Years 1960 through 1969, a total of 205 Agency employees changed their careers to Logistics, and 207 were transferred from SL to other career services. As shown in Table 3,* this movement of Agency employees between the Logistics and other Career Services involved all Directorates of the Agency. It included employees from the Grade GS-03 and wage-board grades up through the GS-15 level. Among these were several logistics designees who had progressed and broadened their


* P. 67.

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Table 3

Transfers Between Logistics And Other Career Services
Fiscal Years 1960-69

<u>Logistics Careerists Transferred To Other Career Services</u>			<u>Transfers Accepted Into Logistics Career Service</u>	
<u>Number</u>	<u>Designation</u>	<u>Career Service</u>	<u>Number</u>	<u>Designation</u>
4	E	OFFICE OF THE DIRECTOR	14	E
1	EL	General Counsel	-	-
59	D	CLANDESTINE SERVICES	41	D
		INTELLIGENCE		
2	IB	Basic Intelligence	2	IB
10	IC	Current Intelligence	2	IC
1	IN	National Estimates	2	IN
29	IP	Photographic Intelligence	1	IP
4	IR	Research and Reports	10	IR
10	ID	Central Reference	9	ID
4	IT	Domestic Contact	1	IT
1	IM			STATSPEC
18	R	RESEARCH (DD/S&T)	7	R
7	S	SUPPORT	16	S
		Development	9	SD
13	SC	Communications	52	SC
6	SF	Finance	6	SF
3	SM	Medical	3	SM
4	SP	Personnel	9	SP
12	SS	Security	8	SS
9	ST	Training	4	ST
9	SJ	Career Trainee Program	9	SJ
207	OUT	TOTALS	205	IN

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experience within the SL Career Service and who had moved to the Support Career Service where there were greater growth possibilities. The Office of Logistics also was able to pick up several engineers and contract negotiators from other career services, as well as clericals and junior level employees, to fill various vacancies.

B. Career Progression of Logistics Designees

1. Development to Senior Levels

The establishment of the Career Service Program in the Agency and the rotational assignment of officers among the several career services enabled the Office of Logistics to organize and carry out a successful career training, development, rotation, and progression program for its careerists. Many people have been developed in this program and have progressed to senior level positions in the Logistics Career Service.

As of 31 December 1969 there was a total of 18 supergrade positions assigned SL service designations. Of this total, only three, in addition to those of the Director and Deputy

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Director of Logistics, were filled by non-SL careerists. Those three -- Chief, Building Planning Staff; Chief, Logistics Services Division; and Chief, [REDACTED] * Supply Division -- were filled by Support (S) career designees. All of the SL careerists occupying supergrade positions at that time had completed overseas tours with the Agency with the exception of two,

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[REDACTED]
Office of the Office of Logistics. With the exception of three who had entered the Logistics Career Service at the GS-14 level, all SL incumbents of supergrade positions at that time had entered on duty in the SL Career Service during the period from 1951 to 1954 and had progressed to their current levels from grades GS-4 through GS-12. There are many other individuals who have had a wide variety of assignments both within the Office of Logistics and in other

* The incumbent of this position retired on 6 February 1971 and was replaced by an SL careerist.

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components -- including domestic and overseas service, have attended middle-management and senior management training courses, and are both qualified and available for future senior-level assignments to logistics functions as older members of the career service retire.

2. Courier Reassignment and Progression Program

An example of efforts to plan assignments and career progression of lower grade employees is the courier reassignment and progression program started before 1954. The purpose of this program was to benefit (1) the Office and Agency by retaining high-attrition personnel, and (2) the employees by providing career opportunities for them. This program, administered by the Personnel and Training Staff of OL and the Chief of the Mail and Courier Branch of OL, was based upon the conclusion that the courier service was a training ground for new Agency employees of the GS-03 and GS-04 levels. A courier position was considered a good place to learn the Agency organization and the location of various components, and it

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was a good job for young men while they were continuing their education at night to increase their qualifications for future service with the Agency.

Courier positions were established at grades GS-03 through GS-05 (and later GS-06, also, with three at the GS-07 supervisory level) based upon progressively more responsible duties at each higher level, which provided a promotion ladder for courier development and advancement. Positions at and above the GS-05 level were filled, with a very few exceptions, by promotion from within the courier service; and recruitment was at the GS-03 and GS-04 levels.

The qualifications for couriers were a minimum of high school graduation, satisfactory scores on clerical aptitude tests, and possession of valid driving licenses and good driving records. Good physical condition was also a prerequisite because the job required considerable walking, carrying of heavy briefcases and bundles of mail, climbing stairs, and heavy lifting of mail bags or

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bulk mail on and off the mail trucks. OL desired applicants with potential for movement to other than courier positions after they had served a reasonable period so that each time a new courier entered on duty one courier could be released for reassignment.

High school graduates were brought in at the GS-03 level; if they had completed their military service obligation, they were hired at the GS-04 level. The GS-03 couriers became eligible for promotion after completion of a minimum of three months satisfactory service in the Mail and Courier Branch, the GS-04's after a minimum of six months; and at least one year in grade was required for promotion to GS-06 and higher. Advancement above the GS-04 level was also dependent upon vacant positions at the higher grades. Selection for promotion to such vacancies was based on the following factors:

- (1) Best qualified with respect to experience, training, personality, dependability, conduct on the job, and demonstrated overall effectiveness in performance.

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(2) Length of satisfactory service in grade.

(3) Length of satisfactory service in the Agency.

Factor (1) increased in importance with the grade and the importance of the job to be filled.

Factors (2) and (3) were the determining factors if factor (1) was considered equal. All courier personnel were given to understand, however, that no promotion would be made based solely on seniority; employees with longer service might be passed over if their performance had not been satisfactory.

A list of couriers was maintained in the Personnel and Training Branch, arranged in the order in which they had reported for duty in the Mail and Courier Branch; the list included information regarding their promotions, educational and other qualifications, marital status, interest in overseas, career interests, and any other information useful in their placement in other assignments. Positions were sought for each as his name came up on the list -- first within the Logistics Career Service. If a mutually

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satisfactory or appropriate assignment did not exist there, attempts were made to locate positions in other Agency components through other component personnel officers or the Office of Personnel placement officers. Assignments were arranged in advance so that as replacements reported for duty to OL the couriers would be released for their new assignments. This system became known to other Agency components after several couriers were placed; and as a result the Personnel and Training Branch would be called directly by components expecting a vacancy for which OL might have a courier who would qualify. If such a vacancy required special skills -- drafting, for example -- OL would review the listing of those couriers who had been on duty more than one year to determine if anyone qualified. Referral of candidates was made without regard to the order of release list. Likewise, if an unexpected and urgent need arose to fill a supply clerk or other type of position in the Logistics Career Service, the couriers would be considered

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in turn as listed on the reassignment roster. If those on the top of the list did not qualify because their grades were too high, their performance deficient, or they were not interested, the next ones down the list would be considered until someone was selected.

When applicants were interviewed for courier positions, they were advised of the duties of the positions, the progression opportunities available within the courier service, and the courier reassignment program. They were advised that they were being recruited for courier positions initially but that this could be considered a stepping stone to positions leading to other careers in the Agency, depending on their qualifications and the positions available when their turns for reassignment came up. Because of the possibility of recruitment difficulties at times, applicants had to agree to remain as couriers for at least a year, with the understanding that their reassignments would be subject to replacements in the Mail and Courier Branch.

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The biggest problem in administering the program was the difficulty in recruiting enough couriers and maintaining a continuous flow of replacements for courier losses. The lack of adequate replacements sometimes has made it impossible to release couriers for reassignment when positions have been available for them.

In October 1969 a cursory review of the career progression of some former OL courier personnel still on duty with the Agency revealed that there were 67 who had advanced from GS-03 and GS-04 to grades GS-07 through GS-15. Fifty-two of these were still members of the SL Career Service in various logistics fields located in both the United States and overseas; and 15 had advanced in various other career fields. 31/ An outstanding example was the movement of one former OL courier:

This individual entered on duty in OL (SL Career Service) as a GS-3 Courier on 2 February 1953 and was promoted to GS-4 in May 1953. He transferred to the Office of Current Intelligence and the IC Career Service as a GS-4 courier in February 1954 and, while with that Office, attended law school at night and

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25X1A

obtained an LLB degree in 1955. By July 1956 he had advanced to the GS-9 level as an Intelligence Officer and then returned to the Office of Logistics and the SL Career Service and was placed in the Procurement Division as a Contract Administrator. As of 18 August 1966 he was assigned as a GS-14 to the position of Chief, [REDACTED] Procurement Office, of the Office of Logistics, Procurement Division. He received a promotion to GS-15 effective 29 December 1968 and is scheduled in the summer of 1971 for reassignment to the GS-17 position of Chief, Procurement Division, OL.

3. Progression of Wage-Board Employees

The laborers, bindery workers, and other wage-board employees also presented a problem for OL management. With their very limited educational backgrounds (many had not completed grade school), opportunities for job progression were limited, and attrition rates climbed as morale declined. It was decided by OL management and personnel officials that qualification requirements for recruiting these employees should be revised upward in the expectation that the people were trainable and that they would be attracted to stay if

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developmental opportunities were open to them.

In 1959 or 1960 the minimum educational requirements were advanced to require completion of high school. This proved successful, and men who entered on duty as laborers were advanced to higher grade wage-board positions such as forklift truck operator, packer, crater, and warehouseman; bindery workers were advanced to other positions in the printing field such as photographer, photostat operator, and offset press operator; still others, depending on their capabilities and interests, were advanced to clerical work such as property and supply clerk, storekeeper, courier or to other positions in the Office.

The change in minimum qualifications also made it possible to place employees in other components where positions more to their liking existed, thus salvaging more employees to the Agency -- and saving the Agency's investment in the initial clearance processing. Many of the employees who entered on duty after this change in qualification requirements are now scattered

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throughout the Logistics Career Service -- in addition to those in OL, some are serving in other Agency components at headquarters [REDACTED]

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[REDACTED] and overseas and have advanced in grade up to and including GS-09.

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One bindery worker, in fact, had advanced to GS-12 as of 7 September 1969. Other wage-board employees have been converted to GS and have been trained and promoted in new fields such as from chauffeurs to couriers, and from mechanics to space maintenance and administrative services positions. In the latter group some have even served tours in logistics positions overseas.

The Office was forced to reduce the qualification requirement levels somewhat in 1966 because of the extreme shortage of available young, qualified, male applicants and the loss of young male employees who were called to active military service.

These progression plans for couriers and wage-board personnel, together with the Logistics Officer Training Program,* resulted in the

* See above, p. 57.

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majority of positions in OL being filled by promotion from within, thus limiting outside recruitment to the lowest levels and to junior officer personnel.

4. Minority Groups in the Office of Logistics

The Office of Logistics has always included members of minority groups, but specific programs were not devised exclusively for these personnel. The programs just described included people of all races, and personnel considerations have been based on qualifications. Requests for recruitment levied upon the Office of Personnel for employees for OL have not -- with one exception mentioned later -- discriminated among races. All applicants have been given the same consideration for employment by the Personnel and Training Staff; all applicants with the basic qualifications sought were given equal consideration.

Over the years, however, recruitment has resulted for the most part in black employees entering on duty in the clerical, wage-board, printing, and lower graded positions. Blacks rarely

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applied for professional positions or, at least, they were very rarely referred for Office of Logistics consideration. One black applicant, however, was referred for a position of Electrical Engineer and was interviewed and placed in process at the GS-09 level on 19 February 1969. When his full clearance was completed and he was contacted to establish an entrance-on-duty date, he declined for personal family reasons. In August 1969 a specific request was levied upon the Office of Personnel for a young black college graduate with a degree in printing management, age 21 to 35, who could be brought on duty at the GS-07 to GS-09 level to be trained and developed for ultimate progression to a managerial position in the Printing Services Division. As of 30 May 1971 this recruitment request had not been filled.

The first black employee to rotate overseas from the Office of Logistics was assigned to a position in [REDACTED] on 2 November 1955. On 21 July 1963 one GS-09 was assigned to a logistics position [REDACTED] Another SL designee

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selected in July 1964 for assignment to a GS-09
property and supply assistant position in EE/

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As a result of a request from the
Office of Personnel, a count was made as of
14 February 1956 of black employees serving in
supervisory positions within the Office of Logistics.
The total number serving as supervisors at that
time was 20, or 9.9 percent of the total black
employees in the Office. Three were graded GS-07,
one was GS-06, four were GS-05, and twelve were
wage board, located in the Supply, Printing Services,
and Transportation Divisions. A similar survey

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was made on 23 May 1957, when twenty-three
(10.4 percent) of the total number of [REDACTED] black
employees were serving in supervisory positions.

25X9

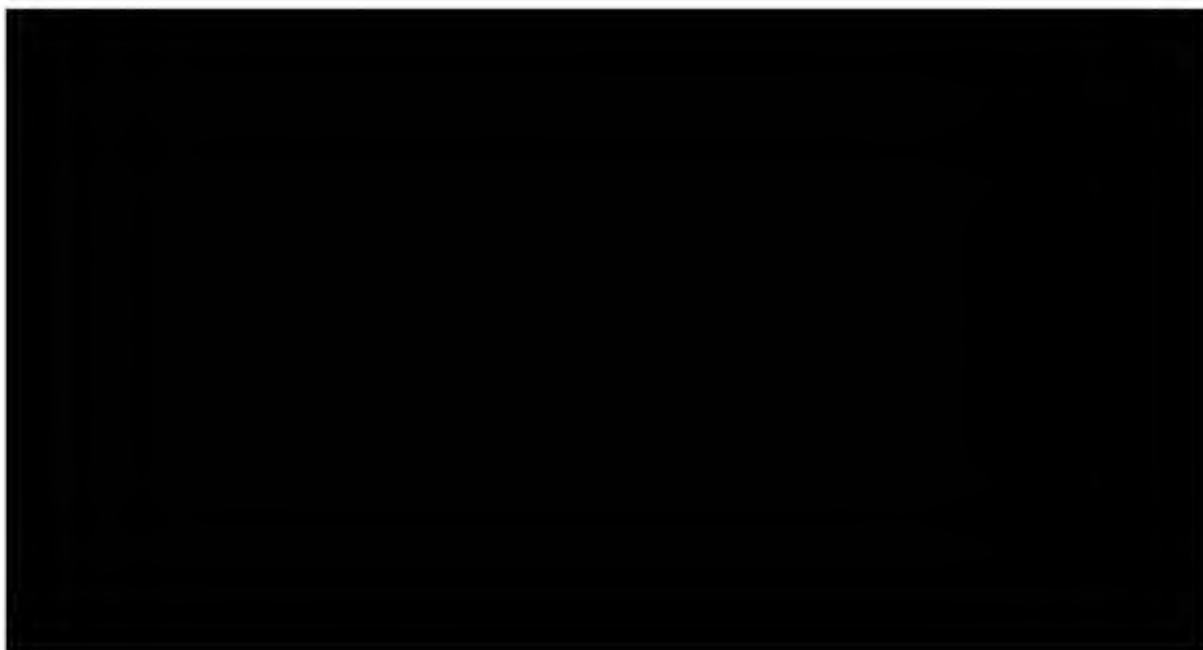
On 30 June 1965 the Office of Logistics
had [REDACTED] were male and
15 female. Thirty-eight were in GS grades (one GS-09,
one GS-08, five GS-07, nine GS-06, 16 GS-05, and
6 GS-04) and 132 were wage board.

25X9

In May 1966 the total number of
blacks was [REDACTED] Three were assigned to logistics
positions in other components; one was in FE/
[REDACTED] and two were in the National Photographic

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A report covering the period from 1 January 1964 to 16 May 1966 indicated a total of 26 separations of black employees from OL. These included two deaths, two separations for military service, three optional and four disability retirements, three regular resignations, and twelve resignations in lieu of termination. During this period thirteen white employees also resigned in lieu of termination. During this same period 68 black persons were promoted.

During calendar year 1968 a total of 46 promotions of black employees was made (33 wage board and 13 GS to grades ranging from GS-04 through GS-10); eight black employees were reassigned to higher graded positions within the SL Career Service; and two were placed in other Agency components and Career Services.

Although statistics are not available regarding the training assistance provided minority groups, these opportunities have been provided as necessary, depending on present or projected assignments, and counseling regarding self-improvement


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courses has been given to such employees. One



As of 31 August 1969 data on black
employees in the SL Career Service were as follows:

<u>GS GRADE OR</u> <u>EQUIVALENT</u>	<u>MALE</u>	<u>FEMALE</u>	<u>TOTAL</u>
GS-11			
GS-10			
GS-09			
GS-08			
GS-07			
GS-06			
GS-05			
GS-04			
TOTAL			

25X9

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25X9 Of the total [REDACTED] twelve people were assigned to other Agency components, distributed throughout the Agency as follows:

	<u>MALE</u>	<u>FEMALE</u>	<u>TOTAL</u>
<u>HEADQUARTERS:</u>			
DDI/NPIC	2	1	3
DDP/TSD	1	0	1
DDS/OP	0	1	1
DDS/SSS	1	1	2
<u>OVERSEAS:</u>			
25X1A [REDACTED]	1	0	1
[REDACTED]	2	0	2
[REDACTED]	1	0	1
[REDACTED]	<u>1</u>	<u>0</u>	<u>1</u>
TOTAL	9	3	12

5. Women in the Logistics Career Service

25X9 Available statistics indicate that since 1960 from [REDACTED] percent of the Logistics Career Service were women. There have been numerous examples of female employees in the Logistics Career Service who have progressed from the secretarial and clerical levels as low as GS-03 and GS-04 to grades as high as GS-13. In fact, one of the first two Logistics careerists to receive a promotion at the time the Logistics Competitive Promotion Program was established in May 1957 32/

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was a female employee, who was promoted at that time from GS-12 to GS-13. Women have been trained and have progressed into positions such as contract negotiator, contract support assistant, logistics officer, procurement agent, records administration officer, supply officer, administrative officer, supply, procurement, and transport assistants, and supply catalog officer. Several female clerical employees with interests or aptitudes in photography and illustrator work have also been placed in and have progressed in those fields in the Printing Services Division. Likewise, some female employees have been moved from bindery worker positions into clerical or typing positions. A number of female employees who entered the Agency as telephone operators were later placed in clerical or secretarial positions and advanced to the GS-07 grade level. In December 1969 former telephone operators were serving in the Supply Division, Procurement Division, and the Printing Services Division.

A statistical study was made in 1966 of female employees in the Logistics Career Service.

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At that time, of a total of [REDACTED] Logistics careerists, 235 [REDACTED] were women. The average grade of the GS female employee was GS-06.3, with a grade range of from GS-03 through GS-13, as compared with the GS-09.8 average grade, with a grade range of GS-03 through GS-17, of male employees. The average age of females was 38 and of men was 41. Five female employees (of grades GS-13, GS-09, GS-07, GS-06, and GS-05) had college degrees, and males ranging in grades from GS-07 to GS-17 held 174 degrees, with the vast majority held by employees of grade GS-12 and above.

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25X9

Following are comparative statistics showing the breakdown of female and male Logistics careerists as of 31 December 1960 and 31 December 1969:


<u>Grades</u>	<u>Female</u>		<u>Male</u>		<u>Totals</u>	
	<u>1960</u>	<u>1969</u>	<u>1960</u>	<u>1969</u>	<u>1960</u>	<u>1969</u>
GS-16	[REDACTED]					
15						
14						
13						
12						
11						
10						
09						

25X9

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<u>Grades</u>	<u>Female</u>		<u>Male</u>		<u>Totals</u>	
	<u>1960</u>	<u>1969</u>	<u>1960</u>	<u>1969</u>	<u>1960</u>	<u>1969</u>
08						
07						
06						
05						
04						
03						
02						
Total GS						
Wage Board						
Grand Total						
Ave GS Gr.						
Ave Age						
Percent of GS						

25X9

There is some feeling that career development of female personnel has not been adequate and career opportunities have not always been made available to qualified females. In the main, however, it appears that there have been no glaringly apparent discriminations, although career development opportunities may not have been as readily available to these employees as they might have been. It should be recognized also that some people cannot be developed beyond their present skills because of such factors as their particular limited specializations, such as some employees in photography and printing fields; their previous

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educational limitations; the physical requirements of certain assignments; hardship field assignments; and the individuals' unwillingness to seek avenues toward self-improvement of their qualifications or training opportunities that are available and required for further development.

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V. Fluctuations in Total Office Ceiling and Strength

The scope of Personnel and Training Staff functions is determined and influenced by the logistics support requirements placed upon the Office as they affect personnel staffing needs, the problems generated by the various categories and levels of personnel employed, the ceiling restrictions imposed within the Agency as a result of external pressures, and world situations in areas where there are Agency logistics support activities. Increases and reductions in the numbers of employees authorized and on duty in the Office of Logistics and in the Logistics Career Service are shown in Tables 1 and 2.* The major organizational and ceiling changes affecting the total Office personnel strength since the completion of the 1954 classification survey of the Logistics Office were the following:

* Pp. 4 and 31.

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- Sep 68 Elimination of positions and transfer of ceiling from OL to DDS/Support Services Staff/Support Information Processing System (SIPS) to accommodate SL Designees detailed to SIPS (These people were double-slotted within OL prior to this action) - 11
- Apr 69 Establishment of Contract Teams in DDS&T/Office of Research and Development and DDI/National Photographic Interpretation Center - 5

Fluctuations in personnel ceilings necessitated periodic adjustments of the T/O's of the various Divisions and Staffs of the Office, and the lack of funds for logistics purposes required periodic "belt tightening" to a point that paradoxically required getting more work out of fewer people. Programs had to be streamlined; new production techniques had to be developed in various logistical activities; and, wherever possible, ceiling objectives had to be met by attrition and reduced recruitment. The intake of new employees had to be limited to the service personnel required for Agency headquarters support and a few highly specialized categories not available from within the Logistics Career Service. This was done by

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training and retraining employees; by eliminating the unproductive or sub-standard employees through voluntary resignation, disability retirements (if appropriate), or termination; acceleration of early optional retirements; developing competent administrators and managers; and, through the use of a wide variety of management tools, increasing the overall quality and efficiency of Office of Logistics personnel.

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VI. SUMMARY

As in any staff function, the success of personnel management and training functions can be measured only by the relative success and overall accomplishments of the organizational elements in which they are located. In retrospect it appears that the multitude of early problems of the Office of Logistics stemmed from the rapid reorganizations and organizational growth and the lack of a well defined career service program in the Agency. The career service concept proved to be a valuable, but a far-sighted, long-range concept; and several years were required to maneuver solutions of the problems confronting the Office of Logistics. Once the basic policies and procedural tools were developed and established, the majority of initial problems disappeared; and a more stable, settled condition resulted.

As trained and qualified logistics representatives were placed in logistics positions throughout the Agency, and as confidence in their abilities increased, improved logistical support to other

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components, improved understandings of mutual problems, improved intra-office relationships, and increased overall efficiency resulted. Figure 1* shows the domestic and field locations in which Logistics Careerists were serving as of 1 July 1969. The total CIA personnel commitment to Agency logistics functions as of that date was distributed as follows:

BY NUMBERS

Total Logistics Career Service
Designees

Logistics Career Service Designees
Assigned to Office of Logistics

Other Career Service Designees
Assigned to Office of Logistics

Total Personnel Assigned to Office
of Logistics

25X9

LOGISTICS CAREER SERVICE DESIGNEES AS FUNCTION

Headquarters Support

Logistics System

25X1A

* P. 98.

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25X1A

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As related in this paper it must be apparent that the Office of Logistics as it existed in 1969 was the result of a very humble, confused, frustrated beginning which, over the years, developed into a relatively well organized operation. It has provided career development, training, and progression for its employees; and the Office has successfully met its personnel obligations and requirements both within and outside the Office.

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Appendix A

Office of Logistics

Wage Board Pay Plans,
25 July 1969

A. DEFINITION OF WAGE BOARD EMPLOYEES:

Wage Board employees are those employees whose compensation is fixed and adjusted from time to time (usually on an annual basis) by a Government wage board or similar administrative authority in accordance with prevailing rates in comparable industry in a prescribed wage locality. Such employees are exempt from coverage of the Classification Act.

B. RESPONSIBILITY FOR DETERMINING AGENCY WAGE ADMINISTRATION PAY PLANS:

1. The Director of Personnel, based on information provided by Agency components on the functions and responsibilities of positions, is responsible for evaluating and classifying positions according to occupational category and pay level and placing them under appropriate Pay Plans and Salary Schedules in order to maintain reasonable comparability with similar positions in other

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Government agencies, to assure equal pay for substantially equal work; and maintain pay distinctions in keeping with work distinctions.

2. The Director of Personnel, through his Position Management and Compensation Division, is responsible for selecting appropriate Wage Administration Pay Plans, for approval of the Wage Schedules for use by the Agency, and for issuing current prevailing basic rate schedules for Agency employees.


C. AGENCY WAGE ADMINISTRATION PAY PLANS USED IN OFFICE OF LOGISTICS.

1. Agency wage administration pay plans are adopted from pay plans and wage schedules in effect in other Government organizations.

2. The plans and schedules adopted by the Agency which have been applied to positions in the Office of Logistics, together with the number of approved positions and employees on duty as of 30 June 1969 are as follows:

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<u>Wage Schedule</u>	<u>No. of Positions</u>	<u>No. of Employees</u>
Government Printing (GP)		25X9
Lithographic Wage Board (LB)		
Coordinated Federal Wage System:		
Supervisory Scale (S)		
Leader Scale (L)		
Worker Scale (W)		
GRAND TOTAL -----		

3. Information regarding each of the above Wage Schedules and the manner in which the separate wage scales are adjusted is included in Tabs I, II, and III, attached hereto.

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TAB I

GOVERNMENT PRINTING (GP)1. DEFINITION OF GOVERNMENT PRINTING (GP) SCHEDULE:

This is a general full journeyman printing salary schedule which establishes rates according to job title, trade, or craft, rather than by grades. The GP rate schedule used in CIA is based on wage rate determinations made in the Government Printing Office, which is the largest single employer of printers (6,000 to 8,000) in the D. C. metropolitan area.

2. GP POSITIONS IN OFFICE OF LOGISTICS:

The GP positions existing in our Printing Services Division are categorized as follows:

- a. Foreman and Shift Supervisors
- b. Journeymen, Specialists and Supervisors
- c. Apprentices and Sub-Journeymen
- d. Printing Plant Workers - Skilled Laborers (Bindery Workers and Operatives)

3. DESCRIPTION OF ABOVE POSITIONS:

a. A Journeyman is a fully qualified worker in an apprenticeable trade recognized as such by the Joint Committee on Printing. He is compensated at a flat rate for the speciality involved and no

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step increases are authorized.

b. In accordance with GPO pay administration guides the positions of working leaders, supervisors and specialists, and Foremen are allocated to rates that, for administration, are usually a percentage above the Journeyman trade and craft positions. These positions require journeyman qualifications and experience and include supervisory, staff, or planner-type responsibilities.

c. Apprentices are trainees required to work a total of four years in their particular craft and are compensated at a percentage of the journeyman rate based on previous experience, i.e. 1st 1/2-year 55%, second 1/2-year 60%, 2nd year 70%, 3rd year 80%, and 4th year 90% of their assigned craft rate. After completion of one year at the 90% level the apprentice may, upon certification by his Foreman and subject to an available vacant Journeyman position of his craft, be advanced to Journeyman level (100%).

d. The Printing Plant Workers are the Skilled Laborer employees who serve as assistants and

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helpers in composing, press and bindery operations. These include Bindery Assistant Worker positions classified in grades 1 through 4 at single rates with no step pattern, and Operative positions from Grade 1 through Grade 5 with three steps in each grade.

4. HOW ADJUSTMENTS ARE EFFECTED IN GP PAY RATES:

a. Under authority of the Kiess Act (U.S.C. Title 44, Sec 40), the Public Printer conducts wage conferences and negotiations with employee committees made up of 10 or more Journeymen from within the Government Printing Office and the Bureau of Engraving and Printing representing each craft. The Public Printer makes wage offers based on the weighted average furnished by the Bureau of Labor Statistics on union scales in book and job shops of the graphic arts trades for the 25 largest cities by population which includes employer contributions for welfare and pension, or the local Washington, D. C. book and job scale, using the same formula, whichever is the larger. When a craft has insufficient numbers to qualify

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for a wage conference, or when the Bureau of Labor Statistics furnishes inadequate information, or when the information available is based on pay for work that is dissimilar to that done in the Government Printing Office, the craft concerned is paid the hourly rate of the largest group of GPO Journeymen for which adequate data is available.

b. The results of the conferences are submitted to the Joint Committee on Printing which approves the rates to be applied. Skilled Laborer rates are determined by the Public Printer without referral to the Joint Committee on Printing.

c. Notification to CIA of the approved adjusted rates is usually by a copy of the Public Printer's Order granting the increases, which is forwarded to CIA by GPO.

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LITHOGRAPHIC WAGE BOARD (LB)1. DEFINITION OF LITHOGRAPHIC WAGE BOARD (LB):

a. This is a graded schedule, like GS, consisting of grades from LB-1 through LB-34, with 3 step rates within each grade (OL currently uses grades LB-4 through LB-23). The middle rate is keyed to the prevailing rate pay line and a 4 percent difference is established between the separate step rates.

b. This schedule covers lithographic positions located within a printing plant which have been previously determined by the Civil Service Commission, as a result of past Government-wide surveys of such positions to be appropriately excluded from the Classification Act. These include positions involving duplicating, offset reproduction, and map plant printing done in independent Agencies (such as Federal Trade Commission, Interstate Commerce Commission, Federal Power Commission, etc.) and Government Departments (State, Navy, etc.).

2. HOW ADJUSTMENTS ARE EFFECTED IN LB WAGE SCHEDULE:

The Interdepartmental Lithographic Wage

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Board, in coordination with the Civil Service Commission, conducts surveys, releases standards and salary rates for positions, and recommends wage increases. The Board serves 35 members and affiliated agencies in the Washington area, and consists of representatives from 6 larger agencies who are charter members - primarily map reproduction agencies (i.e., Army Topographic Service, Coast and Geodetic Survey, Geological Survey, Soil Conservation Service/Department of Agriculture, General Services Administration, and the Hydrographic Office/Department of Navy), plus elected representatives from 2 large, 2 medium, and 1 small administrative printing plant. The Post Office Department, which has few employees in these fields, is considered among the small agencies. ILWB distributes advance copies of the proposed revised wage rate schedule to participating member agencies for their budgetary or other considerations and comment prior to establishing an effective date. After their reviews ILWB grants final approval, establishes the effective date,

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and the revised rate schedule is published by the DOD Wage Fixing Authority, from whom CIA receives an official copy. (To guard any figures which would reveal Agency numbers of positions or personnel, CIA, like FAA and other organizations with fewer such positions, does not participate as a full member of ILWB and therefore does not receive an advance copy but must wait until the schedule is given an effective date by ILWB.)

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TAB III

COORDINATED FEDERAL WAGE SYSTEM (CFWS)1. DEFINITION

a. The Coordinated Federal Wage System provides common policies, systems, practices and job grading standards for uniform application by all executive departments and agencies in fixing pay for wage board employees in recognized trades or crafts, other skilled mechanical crafts or in unskilled, semiskilled, or skilled manual labor occupations, and other employees including foremen and supervisors in positions having trade, craft, or laboring experience and knowledge as the paramount requirement. Ordinarily, regular wage schedules set the pay of all wage board employees in a local wage area for jobs which are common to both industry and Government and job descriptions are keyed to industrial work situations and are also representative of wage board occupations and work levels in the Federal service.

b. Regular schedules (nonsupervisory, leader and supervisory), including basic wage rates and

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night shift differentials, are established for each local wage area. Special schedules or rates are established where they are necessary and justified due to existing conditions. Unless specifically excluded by the CSC under the special schedule criterion, all wage board employees within a local wage area are paid rates from the appropriate regular wage schedules, including food service, custodial, and laundry occupations. A local wage area is a geographic area defined by CSC within which a single set of wage schedules is applied uniformly by Federal installations to covered occupations.

c. The regular locality wage schedules (which are currently used in OL) have grade structures as follows:

Nonsupervisory or Worker schedule	(W) Grades 1 through 15 (3 step rates in each)
Leader schedule	(L) Grades 1 through 15 (3 step rates in each)
Supervisory schedule	(S) Grades 1 through 17 (5 step rates in each)

The Nonsupervisory or Worker (W) and Leader (L) wage schedules each have 3 step rates of pay in each grade

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level, with the second step as the determined prevailing rate payline and the first and third step rates at 96 percent and 104 percent, respectively, of the second step rate. The Supervisory (S) wage schedule has 5 steps, the third step being the prevailing rate payline, with 5 percent difference between each step, making the first step 90 percent and the fifth step 110 percent of the prevailing rate payline.

d. Basis for wage rates:

(1) Wage rates for nonsupervisory schedules reflect the general level of rates paid by private employers in the same local wage area for kinds and levels of work performed in the Federal service.

(2) Wage rates for leader and supervisory schedules are derived from the rates of the regular nonsupervisory schedules by means of established formulas which, when used in conjunction with the separate leader and supervisory grading plans and structures, provide pay differentials above the rates of workers led or supervised which are reasonably in line with those in private industry.

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(3) Each regular wage schedule also contains separately stated night shift differentials which are paid in addition to basic wage rates for work on second and third shifts. The amounts of the differential are determined in accordance with prevailing industrial practices in the local wage area.

e. Within the Office of Logistics the W, L, and S schedules have been applied to the following types of positions:

Automotive Mechanic	Chauffeur
Box Assembler	Forklift Truck
Furniture Repairman	Operator
General Mechanic (Pneumatic	Truck Driver
Tube)	Crater
Office Appliance Repairman	Packer
Telephone Installer	Warehouseman
Repairer	Warehouse Assistant
Sawyer	Incinerator Operator
Carton Machine Operator	Classified Waste
Nailing Machine Operator	Handler
Pulping Machine Operator	Laborer

2. HOW ADJUSTMENTS ARE EFFECTED IN REGULAR WAGE SCHEDULE UNDER COORDINATED FEDERAL WAGE SYSTEM:

a. The Chairman of the Civil Service Commission is responsible for giving leadership in establishing and operating the CFWS; for consulting with appropriate employee organizations; and at his

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direction, for keeping the President informed of significant developments. With the advice of Federal departments and agencies and of interested employee organizations, the Chairman determines the basic policies, practices, and procedures for the system.

b. The Civil Service Commission prescribes standard practices and procedures for conducting local wage surveys, for analyzing wage survey data, and for developing authorized wage schedules under the CFWS.

c. The CSC defines the boundaries of individual local wage areas; designates the lead agency for each such area; prescribes requirements for the statistical design and accomplishment of wage surveys and for the establishment of pay schedules; establishes occupational grouping, titling and job grading system; develops and issues job grading standards; and provides for a continuing program of systems maintenance and improvement designed to keep the wage system fully abreast of changing conditions, practices, and techniques both in and out of the Government.

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d. A nationwide schedule of local wage surveys to be conducted during each fiscal year is developed jointly by the Commission and the lead agencies indicating the month in which each wage survey is scheduled to commence, taking into consideration the best time in terms of timing of wage adjustments in the principal local private enterprise establishments, reasonable distribution of workload of the lead agency, timing of surveys for nearby or related local wage areas, and scheduling relationships with other salary and wage survey programs.

e. A designated lead agency (usually the primary employer or agency with largest population of Federal wage board employees in the local wage area) plans and schedules wage surveys, analyzes wage survey data, and develops and issues all required wage schedules for the local wage area. It collaborates with BLS on survey scheduling in localities where BLS operates in order to eliminate dual employer contacts.

f. The head of each Federal department and agency is responsible, within policies and practices

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of the CFWS, for fixing and administering rates of pay for wage board employees of his organization, insuring that its activities comply with requirements of the CFWS, that job grading standards and instruction concerning pay category, titling, and coding of wage board jobs are uniformly applied, and that wage rates are properly administered for individual employees.

g. CIA receives the approved copy of the adjusted rates for the Regular Wage Board Schedule under the CFWS from the Department of Defense Wage Fixing Authority which was the designated lead agency to conduct surveys in the Washington, D. C. local area.

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~~SECRET~~Appendix BOffice of Logistics Training Programs

1. LOGISTICS SUPPORT COURSE three weeks, full-time, at Headquarters. Pre-requisite: TOP SECRET clearance.

This course includes orientation in the functions and operations of logistics and practice in the skills, methods, and techniques of performing logistics duties. The course is a basic requirement for all Logistics Career personnel who will serve in a logistical assignment in an area division or overseas. It is also recommended for administrative personnel of other components who have or will have logistical responsibilities.

The course consists of lectures, discussions, and case problems dealing with the basic functions and organization of Agency supply, warehousing, procurement, contracts, transportation, and real estate; the special functions of Agency printing and photographic services; and the general principles of logistics supervision and management problems. Lectures and study materials deal with logistics planning, Type I and Type II Station Accountability, and the Headquarters-overseas responsibilities of the Logistics officer.

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The program is supplemented by films, demonstrations, seminars, field problems and exercises, and tours of the Agency's printing plant and [REDACTED].

2. LOGISTICS ORIENTATION one day to four weeks, full- or part-time, at Headquarters. Prerequisite: TOP SECRET clearance.

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The scope of this training varies with requirements. It may be a one-day series of briefings or it may be a four-week program. The course material will cover all aspects of the Headquarters logistics function (organization and responsibilities), or it may be a special program concerned with detailed briefings and discussions of a single unit or operation within the Office of Logistics.

Tutorial, in-service, and on-the-job training are provided in all phases of logistics operations. Training varies with each particular requirement and normally includes controlled participation in the day-to-day operations of Agency offices. Phases of tutorial and on-the-job training may include specialized areas of general supply procedures; Financial Property Accounting (FPA); general warehousing, receiving, and storage; field warehousing; packing and crating; transportation; courier and messenger training; logistics clerical procedures; telephone operator training; real estate activity; procurement procedures; contracts; and printing and reproduction processes, including press work, photography, typography, and binding.

3. LOGISTICS SEMINAR An annual 3-day meeting, full-time, conducted within the Headquarters area, or at a
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The scope of the seminar meeting generally covers logistical functional operations in an attempt to stimulate ideas for the creation of broader logistical capabilities in the Agency; the discussion of logistical support problems; evaluation of the complexities of the logistics science; development of logistics capability for current operations; logistical support of cold-war contingency operations; development of requirements for hot-war responsibilities; logistical planning; operational

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readiness; Agency logistics capabilities and topical support of problems of mutual concern.

The seminar is programmed primarily for management level participation in a planned conference meeting, and includes discussions, lectures, group briefings, demonstrations, and the use of selected training films; the solution of logistics support problems by the case study method, "problem solving" techniques, and "idea-tracking."

4. PRINTING SERVICES SEMINAR three half-day periods, at Headquarters. Pre-requisites: TOP SECRET clearance; administrative personnel and officers responsible for ordering, authorizing, and preparing materials for printing and reproduction.

This Seminar familiarizes Agency personnel with the facilities, functions, responsibilities, and organization of the Printing Services Division. The program includes lectures on requisitioning and preparing material for printing and photo reproduction; discussion of printing plant facilities and capability; photographic reproduction and printing processes; economy in printing from the customer's point of view; job cost estimating; discussion of printing problems--the "why" and "how" of printing services in the Agency. A guided tour of the printing plant is included.

5. PROCUREMENT FAMILIARIZATION A full-time or part-time program of instruction, as required, totalling a maximum of 30 hours, and conducted in the headquarters area.

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Primarily designed to acquaint Agency personnel with the basic responsibilities, functions, regulations and organization of the Procurement Division of the Office of Logistics. Covers general familiarization with Agency procurement, special procurement, field and military purchasing, general types of contracts, contract administration, contract negotiation, research and development contracts, procurement regulations and the legal aspects of Agency and Federal contracting; discussion of the various aspects of contract security and industrial security.

The lectures and discussions are presented by professionally qualified speakers, and deal with all phases of Procurement Division operations. The program is supplemented by the use of group discussions, review and analysis of case problems and case histories related to purchasing and contracting, selected readings and training films.

6. FIELD FPA TRAINING A two-week on-the-job training and familiarization program for field assigned personnel.

A planned program of on-the-job training, general familiarization, briefings, and practical work experience in the proper utilization of financial property accounting procedures used at Type I overseas stations and bases. The training program is conducted at an Agency [REDACTED] and emphasizes the manual method of financial property accounting procedures (FPA), normal stock control methods used in field supply and field procurement operations, routine field reports, stock inventory, and M/R accounts. The training is planned to give the trainee practice and indoctrination in supply and stock control activity at a typical field station, "closing-out" the station supply records, reconciliation

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of station supply accounts and financial records. All of the phases of the training program are accomplished under the direct supervision of a qualified property and supply officer.

7. LOGISTICS SUPERVISORY TRAINING A series of conference meetings, normally scheduled in 2-hour sessions on a part-time basis for 2 or more meetings.

The purpose of this series of conferences and meetings is to enable logistics supervisory personnel to be brought up-to-date on current and topical supervisory problems and office practices; discussion of areas of common concern in the field of supervising logistics support personnel; Office of Logistics career and supervisory training; handling of indigenous foreign personnel at overseas installations; certain aspects of logistics management.

The meeting is open to all levels of supervision, and the training sessions ordinarily consist of lecture, group discussion, training films and guest speakers; emphasis is placed on the practical approach toward normal supervisory problems and situations confronting first-line and second-line supervisors.

8. LOGISTICS CLERICAL PROCEDURES A half-day lecture and group discussion program scheduled periodically within the Office of Logistics. Special sessions and individual orientation programs of 1 day to 2 weeks duration, within office components, may also be scheduled upon request.

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The program is primarily designed to acquaint the clerical and administrative personnel with current office practices within the Office of Logistics, review office and clerical procedures, including the preparation of memoranda, familiarization with the internal Logistics Office records system, clerical security practices, processing of documents, and Logistics regulatory notices and instructions; indoctrinate new clerical personnel and review difficulties in the preparation of official correspondence, dispatches, cables, staff studies, etc., and those practices unique to the Division or Branch to which the employee has been assigned. On-the-job orientation training may be arranged for new clerical personnel.

Enrollment in the program is normally limited to Office of Logistics clerical, administrative, stenographic and office personnel who require a general knowledge of Logistics Office procedures. The on-the-job training and orientation is normally arranged according to individual or group requirement and is based upon the experience of the persons to be trained, and previous knowledge of OL office procedures and practices.

9. MOTOR VEHICLE OPERATORS' SAFETY TRAINING A part-time, 2-hour program conducted semi-annually at Headquarters.

The program is designed to explore and review the important safety factors in driving a motor vehicle, and to emphasize good safety driving habits. It is primarily arranged for local operators of Agency motor vehicles, i.e., chauffeurs, truck drivers, operators of materials

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handling equipment, etc., and its purpose is to impress the Agency driver with an urgent need and understanding for traffic safety in order to reduce the number of Agency motor vehicle accidents in the Metropolitan Washington Area; to furnish advice and guidance to the Agency drivers in the basic principles of good, safe driving habits; review of municipal traffic laws and local regulations.

The lectures on traffic safety are conducted by professionally qualified personnel, supplemented by training films and discussion of common problems in the proper operation of vehicles in traffic.

10. TELEPHONE OPERATORS' TRAINING A full-time or part-time on-the-job training program comprising a maximum total of 1,000 man-hours of in-service experience and instruction; ordinarily a complete in-service program will be of 4 months duration; special training may be arranged in unusual circumstances for shorter periods, from 1 to 4 weeks of training.

The objective of the training is to define and to teach telephone operation procedures and practices unique to the Agency, and which require the trained telephone operator to unlearn normal routines used in working with commercial companies and/or other large government Private

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Branch Exchange Switchboards (PBX). Special instruction is provided for the trainee to insure that information requests and the service rendered is within the limits of Agency security regulations governing the divulgence of classified information.

The training course consists of oral and written instruction as contained in the telephone operator's Operating Procedures and Practices Handbook, plus practice instruction and actual work experience on the PBX Switchboard and Information Position.

All study phases of the program, as well as the practice training, is accomplished under the direct supervision of a qualified person.

11. COURIER TRAINING PROGRAM In-service training programs, totaling about 240 hours of on-the-job training, normally conducted at headquarters.

An active in-service program for the training and indoctrination of Agency messengers and couriers in the duties and responsibilities of collecting, sorting, transporting, and delivery of classified mail and other materials classified up through TOP SECRET. The training consists of learning mail and courier office procedures, time schedules, mail routes, and mail registry locations; sorting mail; security practices applicable to Agency courier activity; collecting and delivering intra-Agency and inter-Agency mail, including TOP SECRET documents; maintenance of individual classified receipt records for collection and delivery of all mail; location and organization of all Agency office components and other Federal agencies; U. S. Post Office regulations and postal laws; operation of mail delivery trucks and automobiles

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for courier service; weapons and small arms training..

Messengers and couriers are normally placed in a trainee status upon reporting for duty. During the period of training they receive indoctrination in all phases of the work, and are trained under the direct supervision of one or more experienced personnel.

12. WAREHOUSING (GENERAL) A two-week on-the-job training program conducted at the Agency warehouse.

The program includes indoctrination and practical work application in the following phases of warehousing functions and operations; operation of the warehouse locator unit and location changes; principles of bin storage; principles of bulk storage; re-warehousing; processing of receipts and issuances; utilization of Agency and Federal stock catalogs; surveillance of property; warehouse refusals; warehouse safety and fire prevention. Additional training is given to warehouse supervisory trainees, and includes the discussion of warehouse layout and space utilization, preparation of work reports, work measurement techniques, and personnel utilization.

13. PACKING AND CRATING A two-week on-the-job training program conducted at the Agency warehouse.

The scope of the program includes indoctrination and practical work application in the following phases of packing and crating of supplies and materiel for local and overseas shipment: box assembly for sea and air shipments; package planning; types of materials used for packing and shipping; packaging methods; shipping documentation; corrosion control and surveillance; power machine care and operation.

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Appendix CExternal Management Courses Used By Office Of Logistics1. MIDDLE MANAGEMENT INSTITUTE

A 1-week program to be held once each quarter during the fiscal year, held at the Civil Service Commission, 1900 E Street, N. W., Washington, D. C.

Description: The institute will provide a broad view of Government operations and the functions of management. It will serve as an updating experience and review for the experienced manager, and an introduction for the new manager. The institute is built around core subject matter of fundamental modern management theory and practice. Emphasis is given to the functions of: Planning, controlling, organizing, staffing, communicating, directing, and decision-making. Other topics may be included to give current perspective or because of their particular topical interest. Examples of these might be: Planning, programming, budgeting systems; intergovernmental relations; and science and Government. Guest lecturers and small group workshops are the methods of presentation. Assigned readings are also provided.

Who May Attend: The institute is designed for persons serving in management fields or programs, GS-11 to GS-14, or equivalent, who have demonstrated ability and shown potential for holding more responsible management positions.

2. ARMY INSTALLATION MANAGEMENT (1B-F1)

Location: U. S. Army Management School, Fort Belvoir, Virginia 22060

Length: 3 weeks

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Scope: The Army Installation Management Course (AIMC) is an intensive study of the management process, the management of resources, human factors in management, and other related factors and agencies that contribute to the efficient and effective operation of an Army installation. Instruction includes management concepts, philosophy, and practices from both an academic and pragmatic viewpoint. The organizational structure and functional areas of responsibility within an Army installation are examined, to include command, personnel, operations and training, logistics, and comptrollership. Special attention is given to computer-based management systems. Participants, through individual study and interpersonal small group action, are given an opportunity to evaluate their own managerial talents and responsiveness to new environments and challenges. The school encourages freedom of thought and expression by participants. This is done in the firm belief that through interaction between lecture/conference leaders and participants themselves, the individual further develops his own skills as a manager and obtains a realistic view of the complex operation of the Army.

Prerequisites:

Commissioned officers. Grade of colonel, lieutenant colonel, and major. Member of the active Army or Reserve component. Must be assigned or under orders to an assignment with management responsibilities at an installation or be responsible for the review or evaluation of installation management. Although no obligated service is required, the participants must have a minimum of 2 years or more to serve upon completion of the course. Interim SECRET security clearance required.

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Civilian personnel. Grade GS-11 or higher. Must be assigned or under orders to an assignment with management responsibilities at an installation or be responsible for the review or evaluation of installation management. Although no obligated service is required, the participants must intend to continue their employment with the Federal Government for a minimum of 2 years upon completion of the course. Interim SECRET security clearance required.

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Appendix F

External Training Courses Used To Develop Employees
In Procurement/Contracting Fields

1. CONTRACT LAW

Location: Air Force Institute of Technology-
School of Logistics, Wright-Patterson Air Force
Base, Ohio

Length: 2 weeks

Purpose: This course is designed to provide
a knowledge of the legal principles governing
government contracts as evolved from common law,
statutes, regulations, and court and board
decisions, providing the student with a compre-
hensive summary of the legal aspects of procurement.

Scope: Course content includes a review of
basic legal principles and sources of procurement
law, modifications and termination procedures,
remedies, interpretation of contract clauses,
and formal advertising procedures. Selected court
and board rulings of current interest and student
case problems are studied.

The lecture-discussion and case study methods
of instruction are used.

Prerequisites: This course is appropriate
for military officers and DoD civilian personnel
of comparable grade who are assigned contracting
responsibilities.

Security Clearance: None.

2. CONTRACT ADMINISTRATION

Location: Air Force Institute of Technology-
School of Logistics, Wright-Patterson Air Force
Base, Ohio

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Length: 4 weeks

Purpose: This course is designed to further the basic knowledge and skills of Department of Defense personnel performing the primary responsibilities of an Administrative Contracting Officer in the management of government contracts. Emphasis is placed on DCA organization in Contract administration.

Scope: This course is oriented toward contract administration within the central procurement environment as opposed to local procurement. It provides a basic, overall view of contract administration functions and responsibilities, while developing a knowledge of skills and techniques used in solving operational problems. The course emphasizes the relationships between the functions of contract management and contract administration, by treating in depth the subjects of contract types, production quality assurance, price and cost analysis, accounting, industrial property, subcontracting, contractor evaluation, financing and contract modifications.

Throughout the course students discuss fundamental principles and practices in each subject area. The main instructional technique is the lecture-discussion. However, case studies, student presentations, panels, simulated problems and group problem-solving techniques are also used.

Prerequisites: This course is designed for military officers and equivalent grade civilian personnel who are currently assigned as Administrative Contracting Officers and who have been employed in this capacity within the Department of Defense for at least one year. In addition, personnel with at least one year's experience in duties closely related to contract administration, e.g., Contract Specialists, Contract Assistants, Contract Price or Cost Analysts, Industrial Specialists, Quality Control Specialists, and Industrial Property Administrators, may also be nominated.

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Security Clearance: None.

3. DEFENSE COST AND PRICE ANALYSIS AND NEGOTIATION
TECHNIQUE

Location: Navy Yard Annex, Naval Station,
Washington, D. C. 20370 and field locations

Length: 3 weeks (First part - 2 weeks;
second part - 1 week)

Purpose: To train military and civilian
procurement personnel in cost and price analysis,
and the art and technique of negotiating Govern-
ment contracts.

Scope: This is a general survey course.
The first part covers Government costing and
pricing policies and concepts, procedural details
of conducting cost and price analysis, examination
of elements of cost and methods of estimating;
consideration of factors affecting profit or fee.
The second part of the course is training to
develop the skills necessary for effective
negotiation. Emphasis is given to prenegotiation
planning and the development of bargaining posi-
tions. The importance of the procurement team
in developing a total negotiation position is
stressed. Study of the theory of negotiation
is reinforced by student participation in mock
negotiations to which more than half of the
classroom time is devoted. Students negotiate
both Government and contractor positions.

Prerequisites: Personnel must have completed
the Defense Procurement Management course,
8D-4310/4320, or its equivalent, or have equivalent
experience.

Commissioned and warrant officers: Member of
the active Army. One year of active duty service
remaining after completion of the course. No
security clearance required.

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Civilian Personnel: Grade GS-7 or above 3 years of work expectancy remaining with the Government after completion of the course. No security clearance required.

Quota Control: Quotas are allocated by Commandant, USALMC through CG, USA-MC.

4. PROCUREMENT CONTRACTING AND POLICY

A 4-day course conducted by the General Services Administration four times a year in Washington, D. C. and selected centers of Federal population.

Description: This program is designed to assist Federal agencies in: Developing more economical and effective purchasing and contracting practices, including contract administration and termination; obtaining better understanding and acceptance of laws, regulations policies, and procedures governing Federal procurement, on the part of both Federal procurement officials and businessmen; and developing new approaches and solutions to unique procurement problems. It emphasizes the legal and regulatory aspects of procurement and their application to practical situations. Attention is given not only to existing rules, but to reasons for such rules, and alternatives which have been considered. Each of the following major subject-matter areas are discussed: Development and principles of procurement statutes; types of contracts; advertising and bidding procedures; negotiation of contracts; economic policy requirements (small business, labor surplus, equal employment opportunities); reporting of possible anti-trust violations; publicizing procurement actions; contract administration clauses (disputes, defaults, suspension of work, equitable adjustment, changes, inspection and acceptance, etc.); taxes, bonds, and insurance; debarment; contract financing, audit, and cost principles; and contract termination.

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5. CONTRACTING BY FORMAL ADVERTISING

A 5-day program conducted by the General Services Administration, scheduled periodically in Arlington, Va., and in other centers of Federal population.

Description: Basic Government procurement law provides that all contracts for property and services, with certain stated exceptions, be made by formal advertising. This course will assist Federal agencies to: (1) Procure personal property and nonpersonal services (including construction) by use of the formal advertising method, (2) standardize formal advertising procedures, (3) improve relationships between contracting offices and contractors, and (4) comply with legal and regulatory requirements. The course is based primarily on Federal Procurement Regulations (FPR), which are generally compatible with the Armed Services Procurement Regulations (ASPR). Major topics to be covered are: Preparation of invitation-prescribed and optional forms and "tailoring" the invitation; publicizing the invitation--mailing, public display, newspaper advertising, and Department of Commerce synopsis; submission of bids--responsiveness, late bids, rejections, and mistakes; awarding the contract--responsible prospective contractor, discounts, equal low bids, and progressive awards.

Case studies and discussion will focus attention on recurring problems and furnish assistance in preventing or resolving such problems. Special emphasis will be devoted to situations involving late bids, responsiveness of bids and mistakes in bids.

6. GOVERNMENT CONTRACT ADMINISTRATION

A 5-day course given by the General Services Administration, scheduled periodically in Arlington, Va., and other centers of Federal population.

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Description: This course is designed to assist Federal agencies in: Obtaining maximum compliance by the contractor with contract terms during performance, recognizing the occurrence of situations during performance which may lead to claims by the contractor, protecting the public interest by prompt and fair settlement of problems which arise during performance, determining whether increased costs of contract performance should be borne by the contractor or by the Government, and negotiating equitable adjustments when the Government has agreed to bear risk in contract performance. The course will include: A detailed analysis of the obligations which the contractor and the Government assume under the standard form Government contract; the major events which may occur during contract performance, such as changes, changed conditions, changes in Government-furnished property, delays, defective specifications, and inspection problems; techniques for pricing the "equitable adjustment"; methods for processing findings, determinations, and appeals under the Disputes Clause; distinctions between claims under the contract and claims for breach of contract; techniques for obtaining compliance with contract delivery schedules; default clause procedures, difficulties encountered in cost reimbursement or payment of contractors; and post-performance aspects of contract administration, such as enforcement of warranty provisions, product liability, or examination of contractor's records.

7. GOVERNMENT CONTRACT NEGOTIATIONS

A 5-day course given by the General Services Administration, scheduled periodically in Arlington, Va., and other centers of Federal population.

Description: This course is intended to give procurement personnel an opportunity to expand their knowledge and exchange ideas in the field of contract negotiation. It is based primarily

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on Federal Procurement Regulations (FPR), and supplements the courses "Contracting By Formal Advertising" and "Government Contract Administration." Major topics covered are: Procurement planning, methods of procurement, techniques and procedures in negotiation, evaluation of proposals, conduct of the negotiation, and technical assistance in conducting the negotiation. Case studies and discussion focus attention on recurring problems and furnish assistance in preventing or resolving such problems. Special emphasis is devoted to situations involving human factors in negotiation, negotiation techniques, price and cost analysis, administrative policy, legal requirements, and contract award and administration.

8. SMALL PURCHASES

A 5-day course given by the General Services Administration, scheduled periodically in Arlington, Va., and other centers of Federal population.

Description: The administrative costs of making, controlling, and paying for small purchases often exceed the value of the items being procured. The purpose of this course is to encourage Federal agencies to reduce costs through the use of: (1) Improved methods for making small purchases; (2) careful analysis of each requirement; and (3) utilization of appropriate simplified purchase techniques.

The course is based primarily on Federal Procurement Regulations (FPR), with reference to the Armed Services Procurement Regulations (ASPR) when appropriate. It includes lecture-discussions and case studies, and emphasizes the application of the following authorized small purchase techniques: Blanket purchase arrangements, imprest funds, purchase order

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forms (SF 44 and 147), oral purchases, and unpriced purchase orders. The following related topics are also covered: Preliminary purchase conditions, solicitation of quotations, limitations, and vendor and inhouse relationships.

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Appendix HExternal Training of Logistics Careerists,
January - June 1970

<u>Name of Course</u>	<u>No.</u> <u>Attending</u>	<u>Manhours</u>	<u>Estimated</u> <u>Cost</u>
Advanced Admin Mgmt	1	Academic	\$ 192.00
Applied Engineering	1	360	721.00
Armed Forces Staff College	1	720	None to OL
Basic Ammunition Inspector Course	1	568	1,000.00
Basic Concepts of Data Processing	1	Academic	54.00
Brookings Conf for Fed Exec on Bus Ops	1	48	None to OL
Business Law	1	Academic	84.00
Bus Admin - Purchasing Principles	1	Academic	141.00
Color Photo, Monopack Color	1	Academic	69.00
Concentrated Course in Gov Contracts	2	80	None to OL
Computer Graphics Workshop	1	8	None
Contract Administration	3	480	400.00 ea.
Contract Law	2	160	None
Cobol Coding Workshop	1	24	100.00
Cost & Price Analysis and Negot Technique	3	360	None
Contracting in the 70's	1	16	165.00
Contract Formation	1	40	None to OL
Cost Principles	1	16	175.00
Cummins Engine Fuel System	1	40	195.00
Data Processing Systems	1	Academic	141.00
Data Processing, Programming	1	Academic	141.00
Decision Logic Workshop	1	24	100.00
Defensive Driving Tech	3	48	None
Defense Advanced Inventory Mgmt	1	200	400.00
Economics II	1	Academic	51.00
Economic Order Quantity Tech	1	24	None
Electric Data Processing	1	Academic	25.00
Fed Contract Law: Trends & Recent Devel.	4	96	None to OL
Formerly Advertised Proc Sem	1	16	175.00
Freight Rates & Tariffs	2	16	None
Fundamentals of Marketing	1	Academic	51.00
Fundamentals of Photo II	3	Academic	36.00 ea.
Gov Contract Admin II	1	Academic	53.00
Gov Construction Contracting	2	160	None
Gov Construction Contracting	1	80	455.00

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<u>Name of Course</u>	<u>No.</u> <u>Attending</u>	<u>Manhours</u>	<u>Estimated</u> <u>Cost</u>
Gov Contract Negotiation	2	80	None
Gov Contract Administration	2	80	None
Intro to Computer Tech	1	80	None to OL
Interagency Motor Equip Advisory Com.	1	16	\$ 175.00
Inventory Control of Supplies & Materials	2	32	None
Institute of Gov Contracts (17th Annual)	2	32	85.00 ea.
Intermediate Exec (DODCI)	3	240	None
Light Duty Service Air-conditioning	3	48	None
Management Sciences	1	Academic	84.00
Marketing Principles & Practices	1	Academic	12.00
Municipal Admin	1	40	None
NIS on Problems of Develop & Internal Def	1	120	None
1-day Briefing on Truth in Neg	3	24	None to OL
Patents & Tech Data	1	24	None to OL
Personnel & Industrial Psy	1	Academic	150.00
Planning & Program Develop	1	24	115.00
Planning, Programming, Budget Systems	1	40	604.00
Precise Power Generation	1	264	None
Procurement Contracting & Policy	1	32	None
Pricing & Neg - Mod & Change Orders	1	40	None to OL
Reading Improvement	1	24	45.00
Refrigeration & Air-conditioning	2	320	None
Saturation Seminars in Cost Principles	1	16	None to OL
Secretarial Tech	1	20	60.00
Seminar in Mgmt	1	Academic	80.00
Service Training	1	80	385.00
Storage & Materials Handling	2	80	None
Systems Analysis	3	360	None to OL
Small Purchases	1	80	None
Termination Settlement in Neg	3	192	None
Training in the 70's	1	40	400.00
Traffic & Physical Dist Mgmt	1	Academic	None to OL
United Nations	1	40	None
World Economic Development	1	40	None
Xerox Training	1	2	None
Totals	100	6,094	\$8,076.00


The academic training shown (17 courses) was taken on employees' own time.

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Appendix IChronology of Key Personnel Responsible for Personnel
and Training Functions, 1950 - 1969PART 1

<u>TENURE</u>	<u>TITLE</u>	<u>NAME</u>
<u>Procurement Office</u>		
<u>Office of the Chief</u>		
15 Nov 50 to 13 May 51	Chief of Procurement Deputy Chief of Pro- curement Asst to the Chief of Procurement	
13 May 51 to 28 Feb 53	Administrative Officer (Position established 5 May 51)	
<u>Procurement and Supply Office</u> (Name changed 28 Feb 53)		
<u>Office of the Chief</u>		
28 Feb 53 to 27 Mar 53	Administrative Of- ficer	
<u>Logistics Office</u> (Name changed 27 Mar 53)		
<u>Administrative Staff</u> (Created 27 Mar 53)		
31 Mar 53 to 11 Apr 54	Personnel Officer	
11 Apr 54 to 27 Jul 54	Personnel Officer	
<u>Personnel and Training Branch</u> (Established 27 Jul 54)		
27 Jul 54 to 3 Jan 55	Chief, Personnel and Training Branch	
3 Jan 55 to 16 Feb 55	Chief, Personnel and Training Branch	

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Office of Logistics (Name changed from Logistics Office 16 Feb 55)

Administrative StaffPersonnel and Training Branch

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16 Feb 55 to 11 May 60 Chief, Personnel and
Training Branch

11 May 60 to 1 Mar 65 Chief, Personnel and
Training Branch

Personnel Staff (Established 1 Mar 65)

1 Mar 65 to 22 Nov 65 Chief, Personnel
Staff

22 Nov 65 to 20 Dec 66 Chief, Personnel
Staff

Personnel and Training Staff (Name changed 20 Dec

20 Dec 66 to 18 Dec 67 Chief, Personnel and
Training Staff

18 Dec 67 to Present * Chief, Personnel and
Training Staff

PART 2

May 53 to 2 Aug 53 Logistics Office
Training Coordinator
(Additional Duty -
Detail Only)

2 Aug 53 to 1 Mar 57 Training Officer
(Position establishe
27 Mar 53)

1 Mar 57 to 26 Jan 62 Training Officer

2 May 62 to 24 Sep 65 Training Officer

4 Nov 65 to Present * Training Officer

* 31 Dec 69.

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PART 3

Office of Training, Support School

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15 Jan 56 to 4 Nov 65

Logistics Support
Instructor

4 Nov 65 to Present *

Logistics Support
Instructor

* 31 Dec 69.

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1. Memo for All Asst Directors from Executive, CIA, 15 Nov 50, sub: Administration, D/L Files. C; CIA [REDACTED] 1 Dec 50, sub: Designation of CIA Officials. Filed: DDS/SSS/RCB. S.

2. Memo for DDA from AD/Pers, 11 Mar 53, sub: Logistics Office Table of Organization, approved by Asst DDA 27 Mar 53, D/L Files, Reorganization, 1953. S.

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3. [REDACTED] 8 Feb 54. S;
Change I, 12 Mar 54;
Filed: DDS/SSS/RCB. S.

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4. [REDACTED], Rev: 16 Aug 63;
Filed: DDS/SSS/RCB. S.

5. Logistics Notice No. LN 1-1, 19 Feb 65, sub: Reorganization and Announcement of Personnel Assignment, D/L Files. A-IUO; SCCA, Control No. 305, approved 20 Dec 66, effecting organizational change on OL S/C. OL/P&TS Files. S.

6. Memo for Advisor for Mgt from C/C&WD/OP, 5 May 51, sub: Request for T/O Revision, D/L Files. U.

7. Memo for DDA from AD/Pers (2, above) S.

8. Memo for DDS from C/FE, 12 Sep 57, sub: Centralization of FE Headquarters Support Functions, OL/P&TS Files. S.

9. Action Memo No. A-436 for DD's, IG, and GC from Ex Dir-Compt, 23 Jan 65, sub: FY 1966 Budget Developments, OL/P&TS Files. S.

10. Logistics Instruction No. 1-3, 6 Feb 68, sub: Mission and Functions - Personnel and Training Staff. D/L Files, O & M - 1 (1968). S.

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11. Memo for DCI from IG, 22 Jan 55, sub: Survey of the Logistics Office, ER 6-5598 (p. 32 of report attached) D/L Files. S.
12. Minutes of LO Staff Meeting 30 Jun 53, D/L File, Staff Meetings - PO 1953, Job 56-191, box 5. S.
13. Memo for DCI from IG (11, above), p. 35 of report attached. S.
14. Memo for Asst DDA(G) from Pers Dir, 28 May 52, sub: Status of Recruitment Effort for Proc Office, D/L Files, Job 56-191, box 3. C.
15. Memo for Actg DC, P&SO from C, AS, P&SO, 5 Feb 53, sub: Critical Need for Typists, D/L Files, Pers-7, 1953. S.
16. Memo for DDA from Ch of P&S, 29 Feb 52, sub: Personnel Ceiling, D/L Files, 1952. S.
17. Memo for DDA from C/P&SO, 23 Jan 53, sub: Control of Logistics Positions and Personnel, D/L Files, O & M-5-6 (1953) T/O's. S.
- 25X1A 18. [REDACTED] 19 Jun 52, sub: CIA Career Service Program. Filed: DDS/SSS/RCB. S.
19. P&SO Notice No. 27-52, 14 Aug 52, sub: Appointments - Career Service Board. S;
P&SO Notice No. 27-52/1, 17 Oct 52, sub: Appointments - Career Service Board. S;
P&SO Notice No. 27-52/2, 26 Nov 52, sub: Appointments - Career Service Board. R.
(All filed P&TS Career Board files, 1952-57.)
20. Memo for D/L from Chairman, LCB, 10 May 63, sub: Proposal to Revise Career Board Procedure, approved by D/L same date, OL/P&TS Files. S.
21. Memo for Members, LCB, from D/L, 15 Oct 64, sub: Revised Career Board Policy and Procedures, OL/P&TS Files. S.

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- 25X1A 22. [REDACTED] 25 May 53, sub:
CIA Career Service Program, Filed DDS/SSS/RCB. S.
23. Memo for Ch/LCB from Exec Secy/ACB, 5 Aug 55, S;
Memo for Exec Secy/ACB from D/L, 9 Sep 55, sub:
Positions to be Designated SL. S. Both filed
D/L Files, Job 60-376, box 4.
- 25X1A 24. [REDACTED] 14 Nov 58, sub:
Ceiling and Position Authorization. Filed
DDS/SSS/RCB. S.
25. Memo for DDS from D/Commo, 21 Dec 59, sub:
Redesignation of Specified Positions from
Communications (SC) to Logistics (SL) Career
Service. OL/P&TS files. S.
26. Minutes of LOTC Meeting No. 53-1 held 21 May 53,
D/L Files, Job 57-217, box 5. S.
27. Memo for D/T and Ch of Admin/DDP, 10 Sep 53,
sub: Logistics Support Course, concurred by
both 5 Oct 53, OL/TO Files. S.
- 25X1A 28. [REDACTED] 29 Oct 55, sub:
Agency Training Policy. Filed: DDS/SSS/RCB. C.
29. Memo for D/L from DDS, 16 Mar 55, sub: Request
for Nomination of a Full Time Instructor for
Assignment to the Office of Training in Support
of Administrative Training. OL/TO Files. C.
30. Memo for OL Div and Stf Chfs, 24 Jan 57, sub:
Establishment of Quotas for Formal Training Courses,
OL/TO Training Policy File. S.
31. Report, 22 Oct 69, Former Couriers; OL/P&TS
Files. S.
32. Logistics Instruction No. 20-580-1, 27 May 57,
sub: Logistics Promotion Program, D/L Files,
O & M-1 Admin Issuances (1957) Job 60-376,
box 1. S.

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